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# EFFECTIVE PLANNING AND SERVICES PROJECT

## FOURTH QUARTER FFY 2016 PROGRESS REPORT AND YEAR TWO ANNUAL REPORT

July – September 2016



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# EFFECTIVE PLANNING AND SERVICES PROJECT

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July – September 2016

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AECOM International Development

**COVER PHOTOGRAPH:** The future of the Ministry of Planning, Monitoring and Administrative Reform being honored by the Minister and Deputy Minister at the completion ceremony for Leadership Skills Training – August 23rd 2016

**DISCLAIMER:**

The authors' views expressed in this document do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## ACRONYMS AND ABBREVIATIONS

ACT	Advanced Computer Technology
ADS	Automated Directives System
AECOM	AECOM International Development (note: acronym refers to Architecture, Engineering, Consulting, Operations and Maintenance)
AUDC	Aswan Utility Data Management and Urban Planning Center
BUDC	Beheira Utility Data Management and Urban Planning Center
CAD	Computer Aided Design
CAOA	Central Agency for Organization and Administration
CAPMAS	Central Agency for Public Mobilization and Statistics
CCS	Construction Coding System
CDS	Center for Development Services
CIP	Controlled Implementation Protocol
CSC	Citizen Service Center
CSL	Civil Service Law
CY	Calendar Year
DOC	Development, Outreach and Communication (USAID)
DOW	Department of Women (Republic of South Africa)
DPME	Department of Planning Monitoring and Evaluation (Republic of South Africa)
ECC	Egyptian Cyber Center
ECTD	Egyptian Council for Training and Development
EDI	Egyptian Decentralization Initiative (2006-2012)
EDI II	Egyptian Decentralization Initiative II (2012-2013)
EFY	Egyptian Fiscal Year
EIS	Engineering for Integrated Systems
EPSP	Effective Planning and Services Project (2014-2016)
FAQ	Frequently Asked Questions
FEPS	Faculty of Economics and Political Science (Cairo University)
FFY	Federal Fiscal Year (US)
GAFI	General Authority for Investment and Free Zones
GEI	Government Effectiveness Index
GIS	Geographic Information System
GoE	Government of Egypt
GPS	Global Positioning System
H.E.	His or Her Excellency
HoR	House of Representatives
HP	Hewlett Packard
HRD	Human Resource Development
IDDP	Integrated District Development Plan
IMF	International Monetary Fund
IR	Intermediate Result
IRM	Information Resources Management (organ of USAID)
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicator
KSA	Knowledge, Skills and Abilities
LARU	Local Administration Reform Unit (in the Ministry of Local
LDC	Leadership Development Centers (CAOA)

## ACRONYMS AND ABBREVIATIONS (continued)

LDO	Local Development Observatory
LE	Egyptian Pounds (currency)
LGMIM	Local Government Management Improvement Model (Republic of South Africa)
LoP	Life of Project
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MoLD	Ministry of Local Development
MTEF	Medium Term Expenditure Framework
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MP	Member of Parliament
MPMAR	Ministry of Planning, Monitoring and Administrative Reform
MSAD	Ministry of State for Administrative Development
NCEEE	National Council for Examinations and Educational Evaluation
NGO	Non-Governmental Organization
NMI	National Management Institute
PAU	Parliamentary Affairs Unit
PARC	Public Affairs Research and Consultation Center
PFM	Public Finance Management
QTR (or Q)	Quarter (calendar)
RfP	Request for Proposals
RPO	Regional Planning Office
RSA	Republic of South Africa
SDS	Sustainable Development Strategy Egypt 2030
SQL	Structured Query Language (for management of data)
STTA	Short Term Technical Assistance
TA	Technical Assistance
TOEIC	Test of English for International Communication
TOR	Terms of Reference
USA	United States of America
USAID	United States Agency for International Development
USG	United States Government

## EXECUTIVE SUMMARY

**“I decided that 2016 would be the Year of Egyptian Youth, in appreciation of our educated and brilliant youth”.**

*January 9th 2016*

*from the remarks of President Abdul Fattah Al Sisi  
at the Egyptian Youth Day celebration; the Cairo Opera House*

This document covers activities of the Effective Planning and Services Project (EPSP or the “Project”) for the fourth quarter of FFY 2016 (July through September 2016) and also represents the annual progress report for year-two of EPSP. Following a fifteen month period during which AECOM activities under the USAID contract were stopped, the Project resumed on October 20<sup>th</sup>, 2014 with a new name and a new primary counterpart, the Ministry of Planning, Monitoring and Administrative Reform (MPMAR or the “Ministry”). The resumption of the Project continued the focus of promoting fulfillment of the two intermediate results (IRs) as specified in the USAID contract with AECOM:

IR 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight

IR 2: Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

The Project is addressing these IRs with an array of programs including support for the various Government planning functions, administrative reform measures, capacity building, support for regional institutions, and legal framework reform.

On September 29<sup>th</sup>, 2016, AECOM and USAID executed Contract Modification № 12 extending the Project period of performance to September 28<sup>th</sup>, 2017, thereby conforming the EPSP contract to the provisions of the *Eighth Amendment to Assistance Agreement between the Arab Republic of Egypt and the United States of America for Initiatives in Governance and Participation Program* (i.e. the bilateral agreement).

The most important aspect of this extension is the opportunity and additional time it provides for the Project to establish a USAID-supported relationship with the House of Representatives. The often delayed Parliamentary elections during 2015 set back the EPSP program for Parliamentary outreach, which got off the ground approximately four months later than planned. The main interaction with Parliament during the extension period is expected to revolve around technical support for a new Local Administration Law; and possibly a first-ever Unified Planning Law for Egypt.

In addition, the unexpected disapproval of the Civil Service Law (CSL) by the House of Representatives in January 2016 resulted in a six-month delay in activation of the Law as the GoE and the Parliament worked out a compromise solution. Naturally, the Project had to temporarily suspend remaining technical support for this component pending the final decision on the Law. The twelve month EPSP extension now provides a window to complete these tasks given that the Law has been adopted. Among other things, this work will include completion of a new 360 degree performance appraisal system and a planned, early retirement incentive option. The Project will also organize workshops for the Administrative Reform Forum to work on these issues as well as revised CSL executive regulations to match the changes in the Law imposed by the House of Representatives.

## EXECUTIVE SUMMARY (continued)

Perhaps the most significant aspect of the Parliamentary revisions to the CSL is the future impact on the State Budget. At an annual compounded seven percent rate of increase in public sector salaries,<sup>1</sup> the wage bill will double in about ten years, barring any further significant changes. In a presentation<sup>2</sup> to USAID in Washington DC on August 23<sup>rd</sup>, 2016, the EPSP Policy and Planning Senior Advisor reported that wages and salaries represented twenty-five percent of EFY 2015 - 2016 public expenditures. It should be noted that the Ministry of Finance, the Government organ responsible for dealing with this issue, is listed as a GoE Counterpart Agency for EPSP in the above referenced bilateral agreement between the Government of Egypt and the USG.

Finally, assuming the election of local councils takes place as announced later during 2016, the Project will be well positioned during the extension to resume capacity building for new council members in order to introduce them to their roles and responsibilities under the 2014 Constitution.

During what was originally planned to be the final quarter of EPSP performance (July – September 2016), the Project moved swiftly to complete as many of the ongoing activities as possible working around the observances of both Eid El Fitr and Eid El Adha within this period.

The team at EPSP continued to support activities designed to inform and advance the SDS Egypt 2030. Seven workshops and other events were organized for this purpose; not only in Cairo but reaching as well into Alexandria, Assiut and Aswan. The Deputy Minister of MPMAR, who is the nation's foremost expert on the SDS vision, was the interlocutor at each of the workshops. Often these sessions, especially those outside of the capital, would be combined events covering other EPSP initiatives including especially (i) analysis of the nationwide system of regional planning offices, and (ii) development of new project request forms for infrastructure investments. This was done in the interest of economies of time and travel, and resulted in the completion this quarter of both tasks under the direction of the Deputy Chief of Party, as further described in the main body of this quarterly report.

Having completed in the previous quarter all of the commitments made in the Memorandum of Understanding (MoU) with the Ministry of Planning, Monitoring and Administrative Reform for expansion of citizen services in Aswan Governorate,<sup>3</sup> the Project subsequently shifted attention to raising awareness about the new centers and the services they offer. From August 14<sup>th</sup> to August 23<sup>rd</sup> the Project organized four community awareness sessions in Daraw and Edfu attracting more than eleven-hundred participants. The attendees included heads of city councils, department heads, civil society members, non-governmental organizations, representatives from the Southern Women Association, youth and the media.

While these events focused on the circumstances in Aswan, the new web-enabled software application piloted by EPSP will lead to a far greater expansion of services to Governorates throughout Egypt.

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<sup>1</sup> The Government proposal embedded in the Civil Service Law initially approved in 2015 by the President provided for five percent annual increases.

<sup>2</sup> The presentation was titled "Public and Local Administration and Government Finance Status in Egypt: An Overview and the EPSP Role".

<sup>3</sup> This included three new Centers in Edfu, Daraw and Aswan Governorate headquarters plus technology upgrades for two pre-existing centers in Aswan City and Nasr El Nubia. The work was a three-way partnership of the Project, the Ministry and the Governorate. A significant new feature was introduced as EPSP also supported the initial establishment of an MSAD data center in Sixth of October City which has enabled the Aswan centers to provide citizen access for service through the internet.

## EXECUTIVE SUMMARY (continued)

Eventually, the GoE will interconnect all CSCs in Egypt to the MSAD data center facilitating not only broadened service delivery but the opportunity for real-time performance monitoring across all locations to measure effectiveness and efficiency of the system. *The innovation introduced by USAID-EPSP will eventually expand to provide nationwide coverage and impact.*

This reporting period also marked important milestones in the EPSP capacity building activities, which are exclusively devoted to providing practical training and skills enhancement which will directly contribute to more effective workplace performance. During Qtr 4 FFY 2016, the Project:

- Completed leadership skills training in August for forty-one of the participants<sup>4</sup> who took this course, which was designed and delivered by the Center for Development Services (CDS). A total of seventy trainees completed the course with more than half being women; extending the prospect that gender-balance will be more prevalent in the future leadership of the Ministry than otherwise would have been the case, absent this training.
- Conducted hands-on practical training for completion of the new infrastructure investment request template designed by EPSP as part of the Project support for the national planning process. Two iterations of the training were initially completed this quarter as follows: (i) Assiut – August 31<sup>st</sup> and (ii) Alexandria – September 5<sup>th</sup>.
- Provide twelve days of training during August for personnel from the Ministry communication office covering topics such as preparing press releases, news analysis and media campaigns. Fourteen to sixteen individuals participated in each of the three training opportunities.
- Organized a tripartite committee comprised of (i) EPSP; (ii) personnel from Aswan Governorate; and (iii) consultants retained by the Project from the Beheira Utility Data Center to conduct position interviews with fifty-six candidates, from which forty-nine were selected for employment at the to-be-developed Aswan Utility Data Management and Urban Planning Center (AUDC). Training for the selected employees started on September 25<sup>th</sup> and will run through mid-November. The training will cover the full gamut of operations including administration, computerization, customer service, security, etc.

These capacity building activities share a strong common connection in that each of them is directly job-related and will contribute to a more effective work environment. Furthermore, much of the training organized by EPSP in 2016 supports the “Year of Egyptian Youth” Presidential proclamation cited above, by targeting young professionals who are the potential future leaders of the GoE.

More detailed information about the full scope of EPSP activities are provided in the remaining pages of this fourth quarterly progress report for 2016; and the Year Two Annual Highlights of FFY 2016 Activities and Accomplishments with related attachments, all of which follow. Given the unique mobilization issues impacting resumption of the Project after a fifteen month pause, and the constantly shifting decisions and scheduling requirements of the ensuing EPSP workload, a strong record of accomplishment is now in the books and the Project is well poised to address all expectations during the one year extension period.

**EPSP  
Cairo  
October 31, 2016**

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<sup>4</sup> The training for this group of participants was paused temporarily during observation of Ramadan.

## **PROJECT TECHNICAL ACTIVITIES (FOURTH QUARTER FFY 2016)**

### **SUPPORT FOR THE PLANNING PROCESS**

The broad areas of EPSP support for the national planning process continue as before; i.e. the SDS Egypt 2030 strategic plan and the annual infrastructure investment planning function within MPMAR, including a sustained emphasis on regional planning.

In addition, the Project has been supporting the Ministry in its work on the unified planning law intermittently for the past year or longer as needed. As may be requested, the Senior Policy and Planning Advisor will continue to provide direct consultation on this issue as the current, fragmented legal structure needs to be harmonized to achieve an effective planning process in Egypt at the local, regional and national levels. If anything, the looming challenge to implement SDS Egypt 2030 in the coming years exacerbates the need for rationalization of the planning system in Egypt.

Also, potential cooperation with the Ministry of Finance (a second EPSP counterpart named in the abovementioned bilateral agreement) could open discussion on activation of mechanisms for improved integration of planning and budgeting decisions, including perhaps the introduction of medium term expenditure frameworks (MTEF) into the planning process (as the Ministry observed on their study tour to South Africa during April 2016). This could also be a critical factor for the SDS Egypt 2030.

#### ***Sustainable Development Strategy: Egypt 2030***

Activities on the SDS Egypt 2030 continued during Qtr 4 FFY 2016 with an emphasis on implementation and reporting on the long term strategy. For this purpose, an SDS coordination meeting for all sectors was conducted by the Ministry on July 30<sup>th</sup> with twenty-eight participants. This was quickly followed by a major event organized on August 2<sup>nd</sup>, 2016 in the Ministry premises at which the Minister and Deputy Minister led discussions on the background and next steps. An organizational framework for implementation of the Strategy was provided by the Ministry, with detailed descriptions covering the formation of committee and subcommittee structures as well as ten working groups corresponding to the ten sectoral pillars of the SDS Egypt.

The proposed plan details the expected outputs from the individual working groups; and articulates a schedule and subject matter for twenty-two semi-monthly meetings for each of the ten groups reaching into mid-2017. Nearly two-hundred forty participants attended the August presentation. It is expected that continued support from EPSP on implementation of the Strategy will be part of the EPSP work plan for the one-year extension period.

Subsequently during August and September, the EPSP team joined with the Deputy Minister of MPMAR, indisputably the most knowledgeable official in the country on SDS 2030, conducting SDS briefings and workshops on other planning topics throughout Egypt. From August 3<sup>rd</sup> to September 5<sup>th</sup>, 2016 this tireless “roadshow” made stops in Alexandria (twice), Cairo, Assiut and Aswan addressing a total of more than two hundred local and regional officials on the Strategy and the details of the EPSP activities to support the planning process.

As a direct outcome of this extraordinary effort in the field, the scope and priority of the SDS Egypt 2030 vision has been delivered directly and forcefully to important regions of the nation, and additionally at least two of the EPSP initiatives to support the national planning process were completed.

### Support for Communication and Outreach on the SDS Egypt 2030

As referenced in the Executive Summary for this report, the Project continued to support a number of capacity building opportunities for the communication office of the Ministry during Qtr 4 FFY 2016. As the future success of SDS Egypt 2030, whether viewed from the Parliament or the GoE, will depend heavily on communication and outreach efforts to win over public support, it is vital for the Ministry to formulate strong and sustained positive messaging. Therefore, it is important for MPMAR to have a well-trained and managed communication office to support the SDS Egypt 2030 activity on a self-perpetuating basis, including the updating and maintenance of the SDS website and social media pages established with USAID-EPSP support. The Project has been assisting with the training needs, including this quarter with the three courses previously mentioned.

Furthermore, the Project will continue to provide any additional support required by the Ministry of Planning, Monitoring and Administrative Reform to advance discussions of gender-related goals as a part of this Strategy.

This reporting period was the second full quarter of operations for the SDS Egypt 2030 website and social media tools which were activated on February 24<sup>th</sup>, 2016. During the ninety-two days of Qtr 4 FFY 2016 the website recorded over twenty-eight thousand sessions (an increase of about twelve percent over the preceding period). Approximately thirty percent of the total originated from locations outside of Egypt. Individual users numbered well over twenty-three thousand throughout the three-month period.

### ***Additional Support for the National Planning Process***

As signified in the Project name itself, concern for *effective planning* is a core mandate of EPSP and as such has been a focus of activities from the very beginning of cooperation with the Ministry of Planning, Monitoring and Administrative Reform. During this quarterly reporting period, work on the key initiatives which were jointly agreed with the Ministry has been completed as detailed in the pages that follow.

### Automated Comprehensive Investment Project Request Template

The Project has been supporting the Ministry in development of a comprehensive and simplified investment project request template (public investment form) in order to improve the decision-making process, and monitor and evaluate infrastructure investment requests.

Newly designed forms were discussed in two workshops in Alexandria and Upper Egypt during August 2016. On August 3<sup>rd</sup> and 4<sup>th</sup> the Project conducted multiple workshops in Alexandria on (i) the Sustainable Development Strategy (SDS 2030); (ii) developing the public investment forms, and (iii) the role of regional planning offices. The Sustainable Development Strategy portion of the event, led by the Deputy Minister of MPMAR, included discussions on implementation and key performance indicators. In other sessions of the multipurpose workshop, the final draft of the new public investment form was introduced along with a discussion of their importance, methodology and objectives.

It is notable that planning managers from sixteen Governorates attended this event (i.e. Cairo, Giza, Qalyoubiya, Sharqia, Gharbia, Menoufia, Ismailia, Dakahlia, Kafr El Sheikh, Port Said, Alexandria, South Sinai, Suez, North Sinai, Matrouh and Beheira) as well as senior officials from MPMAR. A total of twenty-eight participants took part.

### Automated Comprehensive Investment Project Request Template (continued)

The Alexandria event was reprised a week later in Aswan on August 10<sup>th</sup>, 2016 for twenty-two attendees from ten Governorates (i.e. Fayoum, Beni Suef, Assiut, Sohag, Minia, Aswan, Qena, Luxor, Red Sea, and New Valley) as well as senior officials at MPMAR and the Undersecretary of the Ministry of International Cooperation for Cooperation with the USA.

A particular result of these workshops was a better understanding of the SDS Egypt 2030 and the linkages between the SDS key performance indicators and the newly developed public investment forms; as well as the use of the new forms as a tool for monitoring of planning decision outcomes.

On August 22<sup>nd</sup>, 2016, the Project submitted the final draft of the public investment forms to the Ministry along with a report describing the process of developing the document. Two training sessions on use of the new form were organized by the Project on August 31<sup>st</sup> and September 5<sup>th</sup> in Assiut and Alexandria respectively. Once again the EPSP team was joined by the Deputy Minister of MPMAR, who provided fresh details on the implementation plans for the SDS Egypt. The Deputy Minister's presence at these events provided reinforcement of the Government's commitment to adopting the new infrastructure investment request form as part of their regular procedures.

Nearly one-hundred forty participants involved with national, regional and local planning attended the two training events on the forms. The attendees represented different local jurisdictional levels (e.g. governorates, districts, villages, etc.). *Twenty-four of Egypt's twenty-seven governorates had some representation at the two training sessions.*

### Develop Implementation Plan to Improve the Regional Planning Offices

A strong, well-defined and adequately resourced regional planning office (RPO) structure within MPMAR would significantly improve planning outcomes at the local level and concomitantly increase local participation on front-end planning decisions. For these reasons, the Project had been tasked with conducting a review of the seven existing RPOs and providing the Ministry with recommendations on how to upgrade their capabilities.

On August 29<sup>th</sup>, 2016 the Project submitted its final report on the development of the regional offices to the Deputy Minister of MPMAR. More details on this year-long effort to assess the physical, virtual and human resource circumstances at the seven offices are provided in the Year Two Annual Highlights section of this report.

The report's recommendations included a number of specific administrative actions related to the roles and responsibilities of the regional planning offices, such as activation of certain Ministerial decrees, organizational restructuring, and the application of internal integrated regional planning concepts. In addition, some recommendations were advanced to deal with human resource development issues. These mainly involved the sphere of capacity building. An initial list of infrastructure requirements was also prepared. Further, a recommendation was included for communication with citizen and community organizations to initiate participation in the planning process.

Activities on the ground included an inspection and discussion visit to the Alexandria regional planning office together with the Deputy Minister from the Ministry of Planning PMAR on August 4<sup>th</sup>, 2016, the purpose of which was to explore problems, challenges and staffing issues confronting the personnel and management in that office.

### Capacity Building Modules on National Planning Topics

Leadership skills training was resumed and completed for forty-one participants during this quarter on August 8<sup>th</sup>, 2016. The training of this group had been temporally paused during June 2016 for observance of Ramadan and upon restoration of the training schedule, the students concluded their instruction on the following skill sets:

- Negotiations
- Leadership
- Presentations
- Report Writing
- Time Management

Seventy persons in all completed this training which is part of an overall curriculum seeking to groom the future leadership of the Ministry; fifty-three percent were women who are now ready to launch into new opportunities for future professional growth along with their male colleagues. The seventy proud trainees received certificates at a ceremony on August 23<sup>rd</sup> marking their accomplishment. The Minister of MPMAR addressed the ceremony offering strong positive endorsement for the utility of the leadership training.



**The Minister of Planning, Monitoring and Administrative Reform presents a training certificate to one of the thirty-seven women completing the leadership skills course August 23, 2016**

Gender-equity goals are well-served when doors can be opened for women at leadership levels, whether in the government, public service space or the private sector corporate world. This leadership skills training, supplemented by other capacity building experience previously provided through EPSP such as English language training, the study tour to South Africa and technical courses as in preparation of feasibility studies, or strengthening media skills; provide to all a powerful package of credentials which will well-serve the young women and men of the Ministry as they advance their professional objectives.

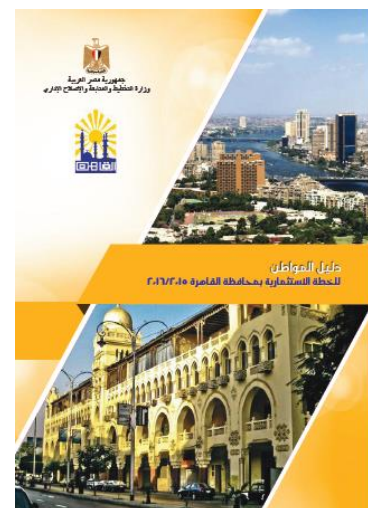
### Support for Citizen-Friendly Governorate-Level Investment Plans

During this period, the Project completed Governorate-level citizen guides to explain the infrastructure investment budget in each of the twenty-seven Egyptian governorates in accordance with a newly designed format, which provided increased transparency and facilitated easier understanding of the content.

Citizen guides were prepared for each governorate for Egyptian fiscal years 2015-16 and 2016-17. The Ministry approved the new layout designed by the Project and provided the financial data to be reported.

Pictured on the right is the cover page for the EFY 2015-2016 citizen guide for Cairo Governorate. The revamped 2015-2016 guides were posted on the Ministry website at

<http://www.mop.gov.eg/khatetElMawten.aspx>



## **SUPPORT FOR NATIONAL PLANNING PROCESS ACTIVITIES DURING THE NEXT QUARTER**

The detailed work plan for the one-year extension period including estimated timeframes is currently in preparation. Suggested activities in support of the national planning process to commence in the coming quarter include support for:

- A. The Ministry of Planning, Monitoring and Administrative Reform on implementation of a monitoring and evaluation system for SDS: Egypt 2030
- B. The Institute of National Planning to debate and disseminate knowledge on SDS: Egypt 2030 and selected national and local planning issues; including possible capacity building related to a new macroeconomic model to be provided by others
- C. The Ministry of Planning, Monitoring and Administrative Reform in selected reporting and transparency activities that are related to SDS: Egypt 2030 and national and local planning
- D. Coordination mechanisms between the Ministry of Planning, Monitoring and Administrative Reform and the Parliament related to national planning and SDS: Egypt 2030 issues

## **IMPROVED EFFECTIVENESS OF SERVICES THROUGH ADMINISTRATIVE REFORM**

The ratification of the Civil Service Law by the House of Representatives in early October 2016 means that the Project will resume activities throughout the extension period to support the activation of this most important of all administrative reforms.

Although EPSP activities on the CSL were largely suspended during the Parliamentary deliberations on the Law, the Project Policy and Planning Senior Advisor did deliver a comprehensive presentation on public and local administration and the Egyptian Government financial picture to USAID in Washington on August 23<sup>rd</sup> which encompassed administrative reform and the Civil Service Law within the larger framework. The presentation was made to USAID senior personnel from Bureaus for the (i) Middle East and North Africa and (ii) Democracy, Conflict and Humanitarian Assistance.

The presentation to USAID listed the twelve pillars of the Government reform strategy under this administration:

1. Legislative reform of the State administration apparatus
2. Reform of the State organizational structure
3. Institutional reform of the government agencies
4. Capacity building and development for the government personnel
5. Reform of the wage structure and job cadres
6. Reform of public service provision systems and expand the use of information technology
7. Fighting corruption in the government apparatus
8. Introducing decentralization reforms
9. Public financial management reform
10. Asset management reform
11. Reform of the monitoring and evaluation system of the government apparatus SDS: Egypt 2030
12. Improving the relationship between the citizen and government agencies

Notably, some number of these are already within the ambit of EPSP to a greater or lesser extent; such as numbers four, six, eight, nine and eleven.

## **SUPPORT FOR IMPROVED EFFECTIVENESS OF SERVICES THROUGH ADMINISTRATIVE REFORM DURING THE NEXT QUARTER**

The detailed work plan for the one-year extension period including estimated timeframes is currently in preparation. Suggested activities in support for improved effectiveness of services through administrative reform to commence in the coming quarter include support for:

- Development of a new organization chart for the Ministry
- Activities of the Administrative Reform Forum
- Workshops and expert meetings with CAO to prepare the executive regulations for the 2016 adopted version of the Civil Service Law
- Additional activities to activate the Civil Service Law, including formal handover of 20,478 civil service examination questions prepared by EPSP, to the custody of the Central Agency for Administration and Organization and work on developing a number of forms and complementary decrees and public awareness materials
- Printing the Civil Service Law, the executive regulations, and one-hundred frequently asked questions (FAQ)

## ***Enhanced and Expanded Coverage of Services for Citizens (CSC) and Businesses***

Support for improved effectiveness of services is also provided by EPSP through the application of technology solutions as in the expansion of citizen service center coverage and the development of a Utility Data and Urban Planning Center in Aswan which will serve citizens and businesses.

### **Implementation of CSC Expansion**

Preliminary operations were piloted in Edfu and Daraw beginning August 7<sup>th</sup>, 2016 and in Aswan City and Nasr El Nubia one week later.

Project personnel worked in Aswan throughout Qtr 4 FFY 2016 providing support in Edfu and Daraw both before and during the soft opening period of the citizen service centers and troubleshooting continuing administrative issues. The CSCs are regularly operational and providing services to the public but coordination and cooperation with the back office departments needs to be improved.

The EPSP team completed numerous trips to Aswan during this period to make preparations for the planned formal openings of the two centers at Edfu and Daraw, monitor start-up activities and readiness, remediate any administrative bottlenecks, and raise awareness among the population about the new service centers. More than one-hundred person-days were committed by EPSP to work in Aswan during this timeframe. The Project team conducted five meetings with the Governor to discuss operations and to plan for the official opening of the Edfu and Daraw facilities, which now will likely be scheduled during November 2016.

This reporting period was the second full quarter of citizen service center operations at the Aswan Dewan; the center having opened for customer transactions during January 2016. Within this timeframe, nearly two thousand valid applications were received at the facility. Some interesting features from these statistics are summarized below:

### ***Qtr 4 FFY 2016 Operating Statistics – Aswan Dewan CSC***

Total applications accepted:	1,988 (increase of 23 percent over previous period)
Period:	July 1 to September 30
Number of working days in period:	60
Top three transaction types in decreasing order: <sup>5</sup>	

1) Request to attend Governor's weekly meeting; 2) Complaints; 3) Request for housing

Overwhelmingly, the greatest number of citizen requests at the Dewan citizen service center continue to involve applications to attend a weekly meeting at which the Governor personally reviews citizen requests after they have been screened by CSC staff, a process that manages on a regular basis to provide significant numbers of citizens with an opportunity at fair and transparent local governance. During Qtr 4 FFY 2016, the Governor conducted eight such meetings. The number of attendees is available for only three of the eight sessions. One-hundred twenty-six citizens attended the three sessions for which data is available. Citizen attendance was 828 at such meetings during the eight months since opening the Dewan CSC (this number is understated as data is available from only fifty-eight percent of the twenty-four meetings held).

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<sup>5</sup> In aggregate, these three transaction types accounted for more than ninety percent of all applications accepted at the Aswan Dewan CSC during this reporting period.

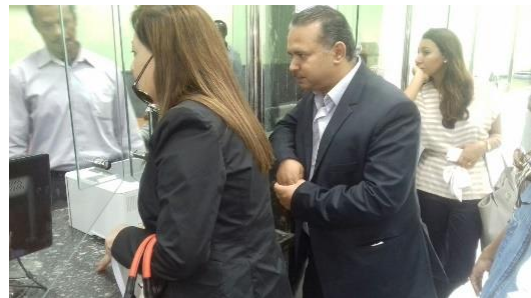
### Implementation of CSC Expansion (continued)

A brief summary listing of the important visits and meetings in Aswan during this period is provided below:

**From July 17<sup>th</sup> to July 21<sup>st</sup> 2016**, the EPSP citizen service center expert and technology team leader visited Aswan to verify the readiness of the four centers (Edfu, Daraw, Aswan City, and Nasr El Nubia) to provide services to their citizens. The centers are fully prepared technically for operation. Administrative issues were elevated to the attention of the MSAD.

**From August 2<sup>nd</sup> to 4<sup>th</sup>, 2016**, the Project team, representatives from MSAD, and consultants from Engineering for Integrated Systems (EIS) met all of the heads of the city councils, citizen service center managers, and the Dewan department managers to discuss the current operations of the centers. As a result, all obstacles were identified and regulation procedures were agreed to ensure resolution of all problems. The dates for the soft opening of the four centers were decided.

**From August 9<sup>th</sup> to 12<sup>th</sup>, 2016**, a senior governmental delegation including the Vice Minister for MPMAR; the USAID Senior Governance and Democracy Specialist; and the Undersecretary of the Ministry of International Cooperation (MOIC) for Cooperation with the United States; and the Project team conducted an inspection visit to the Aswan Dewan and Daraw citizen service centers.



**The Undersecretary of MOIC with USAID and EPSP during a visit to Daraw CSC August 2016**

**From September 5<sup>th</sup> to 9<sup>th</sup>, 2016**, initially a meeting was held with the Aswan Governor to discuss arrangements for the formal opening of the citizen service center in Edfu. In addition, a dry run was conducted to ensure readiness of all locations. The team reviewed the queuing system and the performance of staff and their appearance as well as the application performance and readiness. Also, a visit was made to the location assigned for the AUDC project to review preparations.



**EPSP meeting with Aswan Governor September 7, 2016**

**From September 17<sup>th</sup> to 22<sup>nd</sup>, 2016** the information technology team participated in the arrangements for the opening of the citizen service center in Edfu. A video was developed showing the center before and after development.

### Aswan Utility Data Management and Urban Planning Center

During August, following numerous meetings and requests on the issue, Aswan Governorate produced a list of fifty-six candidates to be considered for employment at the technology-intensive AUDC. A tripartite committee, comprised of EPSP, the Aswan Governorate, and the consulting team from the Beheira Utility Data Center convened from August 21<sup>st</sup> to the 25<sup>th</sup> to interview the candidate pool. The committee selected forty-nine qualified prospects for employment in the Aswan utility data center. The remaining personnel requirements are scheduled to be completed in the coming period.

### Aswan Utility Data Management and Urban Planning Center (continued)

During this August visit, the Beheira consulting team also examined the designated site location for the AUDC, selected space within the Governorate headquarters. Renovations were in progress and the team thoroughly discussed the planned layout with Aswan officials, following which they signed off on the adequacy and suitability of the chosen location and provided specifics on certain physical and engineering requirements such as networking, electric power, etc. The construction work is expected to be completed early in the next quarter (Qtr I FFY 2017).

A detailed training plan was prepared by EPSP during September 2016. As set forth in the plan, the training was launched on September 25<sup>th</sup> with two days of basic training for all personnel. Nine discrete training courses will be provided for different job categories such as technical training for survey crews, computer training, customer service and administration. This phase will continue through November 15<sup>th</sup>, 2016. Additional information and detail about the AUDC training is included in the Capacity Building section of this report (see page No. 18).

This complex project, which is highly dependent upon timely completion by the Governorate of their respective portions of the shared responsibility, such as completion of construction and all personnel procedures, is currently forecast to be completed by mid-February 2017.

## **SUPPORT FOR IMPROVED SERVICES THROUGH TECHNOLOGY DURING THE NEXT QUARTER**

### Implementation of CSC Expansion

During November 2016, the Project expects to organize official opening ceremonies for the new citizen service centers completed in the districts of Edfu and Daraw in Aswan Governorate.

### Aswan Utility Data Management and Urban Planning Center

- A. Complete training
- B. Complete all EPSP procurements
- C. Work with the Governorate to complete all necessary administrative documentation (Decrees, regulations, *et al.*)
- D. Monitor all related activities under Governorate responsibility and control (construction, furnishings, recruitment, vehicle acquisition, etc.)
- E. Begin installation of computers, equipment, and networking
- F. Establish spatial network

## COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION

The EPSP communication and outreach activities are engaged with virtually every program of the Project from support of the new Civil Service Law to creative design of informative materials and guides. Everything EPSP does is now touched by communication considerations but most of the workload is or has been driven by the SDS: Egypt 2030 and support for the expansion of citizen services. The communication and outreach support to-date for these programs has played an important part in the successful implementation of those tasks. Equally important however, has been the effort by EPSP to imbue these skills, talent and creativeness within the communication offices of the Ministry through a series of targeted capacity building initiatives aimed at their selected personnel.

### Support for Citizen Service Centers

#### *Raising Awareness Sessions at the Citizen Service Centers in Edfu and Daraw:*

The project organized two orientation meetings followed by four public awareness sessions in Aswan Governorate during the month of August to inform the citizens about the services available at the new citizen service centers in Edfu and Daraw.

These events were organized by the Project with the help of community organizations to explain the role, functions and expected benefits of the new centers, as well as answering any citizen questions or concerns. Two sessions were held in each of Edfu and Daraw as summarized in the table below. The citizen turnout was remarkable as over eleven hundred persons attended these packed events. The participants included city council members; heads of departments; non-governmental organizations and community groups; the Southern Women's Association; youth and the media. Citizen buy-in for this program is of course essential if the main goals of better service and reduced opportunity for corruption are to be achieved; the Project has taken extraordinary steps to ensure citizen awareness with the expectation that this buy-in will happen.



**Citizens of Aswan attending an awareness-raising session in Edfu - August 23<sup>rd</sup>, 2016**

LOCATION	DATE	PARTICIPANTS		TOTAL
		MALE	FEMALE	
Daraw	August 14, 2016	222	41	263
Edfu	August 16, 2016	228	54	285
Daraw	August 21, 2016	203	90	293
Edfu	August 23, 2016	232	62	294
<b>TOTAL NUMBER</b>		<b>885</b>	<b>247</b>	<b>1,132</b>

At the end of each session, the audience was invited to ask any questions they might have or seek clarifications on any unclear matters. More than twenty media releases were published covering the awareness sessions in national and local outlets.

### *Promotional Material for Planned Inauguration of Citizen Service Centers in Daraw and Edfu:*

During September 2016, the Project engaged in preparation for the planned official inaugural of the Daraw and Edfu citizen service centers in Aswan Governorate. In terms of communication and outreach, this largely involved developing promotional materials such as brochures, flyers (Arabic and English), posters, roll-ups, workflow procedures, timeline of services, suggestion box, plaques, and opening banners; all of which were delivered and placed in the respective centers. In addition, two videos were created to explain how to apply for the various services. The Project designed evaluation and suggestion forms for citizens to rate the CSC service as well to invite their suggestions on how the service could be improved.

Moreover, thirty media personnel were invited to cover the event in cooperation with Aswan governorate and USAID. The team also coordinated with the Public Relations Department in the Governorate to prepare for the arrival of the high profile guests and clear any obstacles that might surface. The official opening is now expected to take place during November 2016.



**Promotional Materials Daraw CSC  
September 2016**



**Promotional Materials Edfu CSC  
September 2016**

### *Media Capacity Building:*

During the just completed quarter, three training courses were organized and delivered from August 8<sup>th</sup> to the 24<sup>th</sup> in cooperation with the Egyptian Council for Training and Development (ECTD) at the Greek Campus, Tahir Square. The participants were eighteen employees selected from the media units at MPMAR and MSAD. They were predominately women and most were youth falling in the 20-30 year-old age group; fortuitous timing in this, the Year of Egyptian Youth as proclaimed by President Abdul Fattah Al Sisi.



**Participants attending Media Campaign  
Training course - August 24th 2016**

### *Media Capacity Building (continued):*

The August 2016 training program covered the following subjects:

**Press Release and News Analysis:** participants learned the basics of how to write a proper press release in terms of layout and content that can be distributed to media outlets. Moreover, trainees learned how to analyze the news in order to measure the public opinion on media framing and determine actions needed to create favorable public opinion through various media tools.

**Media Marketing:** this training covered all steps necessary for developing a marketing plan for the Sustainable Development Strategy (SDS): Egypt Vision 2030. The marketing plan serves as the umbrella for the design of various media marketing campaigns. Participants were instructed on how to use social media marketing for the SDS Egypt 2030.

**Media Campaigns:** participants learned all steps necessary for developing a media campaign based on the marketing plan for the Sustainable Development Strategy (SDS): Egypt Vision 2030. The participants were shown how to formulate messages to reach a diverse target audience, create activities and use effective media tools within clear budgets and timelines for the SDS.

Although the training material and coursework was centered on a specific focus of how to promote and publicize SDS: Egypt Vision 2030, the skills gained by these trainees are basically generic and will be applicable for many other GoE initiatives. Professional media campaigns by governments have proven to be effective, sometimes highly effective, in programs such as combatting corruption; protecting the environment; safe driving; smoking cessation; and personal health care.

Details of the training program are captured in the following table:

MODULE	NO. OF DAYS	DATE	PARTICIPANTS		
			MEN	WOMEN	TOTAL
Press Release & News Analysis	3	August 8-10, 2016	4	10	14
Media Marketing	6	August 14-21, 2016	3	12	15
Media Campaigns	3	August 22-24, 2016	3	13	16
Three Training Courses	12	August 8- 24, 2016	10	35	45



**Training Course on Press Releases and News Analysis –  
Participants with the EPSP Team  
August 10th 2016**

### *Media Capacity Building (continued):*

Two tools were utilized in order to evaluate the effectiveness and quality of the training experience delivered by ECTD: (i) pre- and post-training testing on subject matter content; and (ii) participant evaluations of the training experience; the latter being measured on a quality rating scale of one-to-five, with five representing the most positive assessment. The results are summarized below:

Training Course	Average Improvement Pre-and Post-Training Test	Average Quality Rating by the Training Participant
Press Releases and News Analysis	21.3 percent	4.67
Media Marketing	66.2 percent	4.18
Media Campaigns	92.0 percent	3.91

Overall across the three trainings, the average improvement in “before and after” test scores was an impressive 61.6 percent. In addition, of the thirty-nine tests that were taken, all but three recorded improvement. In only one case did the score decrease following the training and in two others there was no change. Stated differently, ninety-two percent of the test scores indicated improved subject matter comprehension following the training by ECTD. The average of all quality ratings submitted by the participants was an impressive 4.25.

## **COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION ACTIVITIES DURING THE NEXT QUARTER**

The detailed work plan for the one-year extension period including estimated timeframes is currently in preparation. Suggested activities in communication, outreach and local participation as well as support for other EPSP program initiatives during the coming quarter include:

- A. In coordination USAID and the Aswan Governorate press office, organize media coverage for the opening of both Edfu and Daraw citizen service centers
- B. Prepare success stories about employees and citizens using both Edfu and Daraw citizen service centers
- C. Evaluate the need for additional capacity building for MPMAR public outreach staff members and implement training as indicated on a priority basis with emphasis on promoting transparency and citizen engagement.
- D. Following-up with the completion of design work and printing of the following:
  - Citizen guide for the 2016-17 investment plans for twenty-seven governorates
  - One-hundred questions and answers on new Civil Service Law

## CAPACITY BUILDING

During Qtr 4 FFY 2016, the EPSP capacity building and communication teams continued to provide a full range of intensive training programs targeting mainly the young female, male and other professional employees in the Ministry, with a goal of grooming these people for more effective and senior leadership positions in the future. A total of 1,608 person-days of training were implemented during this timeframe involving nine discrete capacity building courses. Translating this raw statistic into the reality on the ground, the Project supported an average of twenty-four persons in some form of EPSP capacity building *during each and every working day of the period*.

**Leadership Skills Training** was completed during this quarter for two groups of participants (forty-one trainees in total) the schedule for whom required a pause in classroom activity during the observation of Ramadan. The training for these groups was provided by the Center for Development Services from July 17<sup>th</sup> through August 8<sup>th</sup>. Overall, seventy individuals participated in this training course, each one receiving twenty days of instruction over a seven-week period. Fifty-three percent of the seventy enrollees were women reflecting the gender-balanced approach supported by the Ministry in their selection of the potential future leaders at MPMAR. During this program, the participants covered the following topics: Negotiation Skills; Leadership Skills; Presentation Skills; Time Management and Report Writing. Many of these individuals had also received training previously organized by the Project in **English Language Skills**, and the **Preparation and Evaluation of Feasibility Studies** for public sector infrastructure projects.



Participants in time management training  
August 1st 2016

A closing ceremony was conducted on August 23<sup>rd</sup>, 2016 to recognize the accomplishments of this group of trainees and award each a certificate signifying their completion of the training.



Left-Right: The Head of Democracy and Governance  
USAID-Egypt; the Minister of MPMAR; the CEO,  
Center for Development Services  
August 23rd 2016

The Minister of Planning, Monitoring and Administrative Reform along with other senior officials from the Ministry attended this event, demonstrating the importance of the training to MPMAR. The head of the Democracy and Governance Office of USAID-Egypt was also present for this important EPSP milestone. H.E. Minister Ashraf Al Araby spoke to the training class and emphasized the importance of capacity building programs organized by the Ministry with EPSP support, pointing out to the young employees that the training will have a significant impact on their performance and will serve as motivation for them to aspire to leadership positions in their professional pursuits.

## **CAPACITY BUILDING (continued)**

During this reporting period, training was launched for personnel to operate the Aswan Utility Data and Urban Planning Center being supported by USAID-EPSP. The training providers retained by the Project to deliver this practical workplace instruction are experts in the technology from the Beheira Utility Data and Urban Planning Center (BUDC) who are assisting in establishing the Aswan facility.

The scope of work of the BUDC consultants includes training and building the capacity of all the staff of the future Aswan center. The BUDC has delivered a two-month training implementation plan, training agendas and training materials to EPSP which were reviewed and approved.

The training started on September 25<sup>th</sup>, 2016 with an introductory course on the purpose, roles and functions of the new center; this training is targeting all newly selected employees of Aswan Utility Data and Urban Planning Center. The training duration and venue was two days at the Aswan governorate headquarters. Thirty-six employees attended this training.

The Project also organized three media skills training modules during this quarter supported by the EPSP capacity building team. Details of the training are provided in the Communication, Outreach and Local Participation section of this report (see page 13).

TraiNet training was conducted by the USAID Participant Training Assistant on July 25<sup>th</sup>, 2016 at the USAID premises for system users from EPSP. The training helped the Project update their skills on use of TraiNet and facilitated more effective data entry.

## **CAPACITY BUILDING ACTIVITIES DURING THE NEXT QUARTER**

The detailed work plan for the one-year extension period including estimated timeframes is currently in preparation. Suggested activities in capacity building initiatives during the coming quarter include:

- A. Updating the Five- year Capacity Building Strategy and Plan for the local sector
- B. Local Councils Capacity Building: Prepare new and/or update existing training modules for local councils and training packages to reflect changes in the new constitution and the local administration law.
- C. Monitoring implementation of training programs at Aswan Governorate related to the AUDC.

## **GENDER MAINSTREAMING**



**Introductory Training for the staff of Aswan Utilities Data Center - September 25th 2016**



**Computer Training for AUDC staff  
September 27th 2016**

Gender equality continued to be a main focus of the Project over the last year. Activities were designed to both highlight gender issues when possible and to push for equality in the participation of men and women. This can be seen in the gender breakdown in the training numbers and in the content of our activities.

Throughout the year, capacity building has been the most obvious sign of gender integration in the Project. Gender awareness has been part of the content of trainings, such as the study tour to South Africa where the delegation visited the Department of Women. It has also been considered in the planning of activities, such as the hiring of female trainers to give the female participants an example of women in leadership roles. Finally, the project has worked with the Ministry to include women as participants in the trainings. Overall, more than three-hundred fifty women received training this year, representing forty-one percent of the total training participants.

As mentioned in last quarter's report, the Project uses capacity building to help promote gender equality by strengthening women's skills leading to more leadership opportunities. This quarter, the project provided a series of three media trainings for the communication media unit in the Ministry. These trainings included Press Releases and News Analysis, Media Marketing, and Media Campaigns. Seventy-five percent of the sixteen participants were women. The skills that the women received in this training will help to advance them in their profession.



**Media Campaign Training Participants preparing a presentation  
August 23th 2016**



**Raising Public Awareness Campaign in Edfu  
August 16th 2016**

Gender was also considered when the Project was planning the outreach for the opening of the new Citizen Service Centers in Edfu and Daraw. In these rural populations, illiteracy rate is high, particularly among women. Therefore, in order to reach the most citizens possible, the Project used a local NGO to spread the word and invite people via word of mouth to four events aimed at informing the citizens about the new citizen service centers and the services that they provide. Over eleven hundred citizens attended these events. In this way, the Project was certain that both men and women would receive the

information they need to help them obtain the new services offered in their area.

Throughout the year, the Project successfully used the gender lens when planning and implementing activities. In line with USAID's gender goals, the project will continue working to promote gender equality and empowerment of women in the coming year.

## TIMELINE FOR ACTIVITIES TO ACHIEVE OBJECTIVES

The following time-phased table of Activities to Achieve Objectives is an updated version of the information included in the EPSP First Annual Work Plan Revision covering the period through September 2016, which was approved by USAID on April 7<sup>th</sup>, 2016. Accordingly, this table represents the operable road map for the Project during the current reporting period, and it is keyed to the following primary activities of EPSP.

1. Support for the national planning process;
2. Support effective services through administrative reform;  
Support effective services through administrative reform (citizen service centers);
3. Communication, outreach and local participation
4. Capacity building
5. Parliamentary outreach

In addition, the table includes a brief progress report, which indicates the current status of selected activities and flags potential critical path items. All activities require substantial buy-in from counterparts and, accordingly, the implementation schedules rely on timely cooperation and execution of respective tasks. Schedules also assume the absence of any extraordinary disruptions beyond the usual difficulties of working in Egypt within the current security environment. For more explanatory and comprehensive information on these activities, the reader is referred to the narrative sections in the main body of this quarterly progress report.

In the following table, activities that have been substantially completed are indicated by the letter “**C**” in the appropriate location. In addition, activities on hold, because of circumstances beyond the reasonable control of the Project, are indicated by the letter “**H**” in the appropriate location.

## DETAILED ACTIVITIES AND EXPECTED RESULTS

### EFFECTIVE PLANNING AND SERVICES PROJECT - TIMELINE FOR ACTIVITIES TO ACHIEVE OBJECTIVES

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>1. SUPPORT FOR THE NATIONAL PLANNING PROCESS</b>																		
<b>Expected Results:</b>																		
(1) Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed (2) The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR) (3) Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors																		
<b>1.1 SUPPORT FOR THE THIRD PHASE OF PREPARATION OF THE SUSTAINABLE DEVELOPMENT STRATEGY: EGYPT 2030 (SDS)</b>																		
<b>1.1.1</b>	<b>Retain expert consultancy to lead and facilitate the development of sector targets, initiatives, programs and performance indicators for the Strategy</b>																	
	Develop and issue RfP for expert services	C																Seven firms, policy and academic institutions received the RfP
	Receive and evaluate competitive responses and select best technical proposal	C																Six evaluators from the Project and the Ministry unanimously and independently selected Logic Management Consulting
	Negotiate and award subcontract to selected vendor	X	C															Subcontract awarded April 6 <sup>th</sup> , 2015
	Complete preparation of SDS Egypt 2030 document		X	C														The document was completed June 30 <sup>th</sup> . It was subsequently reviewed by the MPMAR steering committee July 2015.
<b>1.1.2</b>	<b>Execution of SDS Egypt 2030 workshops</b>																	
	Monitor and support workshops shaping each of the ten pillars of SDS Egypt 2030		X	C														Final SDS workshop held 6/8/15. This was final workshop before completion of SDS. Outreach and implementation workshops continued throughout 2016

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>I.1.3</b>	<b>Direct Technical Assistance (TA) to the Ministry (Preparation of the Economic Pillar)</b>																	TA is ongoing. EPSP personnel imbedded into activity
	EPSP personnel support technical development of SDS targets, initiatives and KPIs for various sectors under the Economic pillar			X	C													Workshop phase of this activity is complete
	Support the MPMAR in completing next steps, including preparation of (i) sub-strategies and (ii) detailed plans			X	C													
	Assist with merging the Economic pillar into the final SDS Egypt 2030 document			X	X	X	X	X	C									Additional activities carried into 2016, including translations, editing, et al
<b>I.1.4</b>	<b>Support for Communication and Outreach on the SDS Egypt 2030</b>																	
	Assist the Ministry <i>as requested</i> with drafting of materials, preparation and support for events, and selected outreach activities				X	X	X	X	X	X	X	X	X	X	X	X	X	Activity continuous for life of Project. Thirteen SDS Egypt 2030 events were supported by EPSP during FFY 2016
	Prepare terms of reference (ToRs) for development of SDS website, social media and promotional campaign				C													
	Issue RfPs for website design, social media, promotional campaign and events management				C													
	Design SDS newsletter				H													
	Award contracts for:				C													
	Website and social media design				C													
	SDS promotional campaign				C													
	Conference event management				C													
	Conduct focus group and expert meetings				C													
	Conduct National Conference on SDS				X	X	X	X	H									SDS Egypt 2030 directly launched instead at an invitation-only event chaired by the President February 24 <sup>th</sup> , 2016

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>I.2 ADDITIONAL SUPPORT FOR THE NATIONAL PLANNING PROCESS</b>																		
<b>I.2.1</b>	<b>Automated Comprehensive Investment Project Request Template</b>											<b>Activity delayed due to recruitment and retention problems</b>						
	Desk review on current template and international practices in this sphere									X								
	Conduct meetings with departments of the MPMAR and service ministries to assess deficiencies with current documentation for investment requests			X	X	X	X	X	X	X	X	X	X	X	X	C		Meetings and workshops conducted throughout 2015 and 2016 with MPMAR and service ministries
	Design a new template based upon input from the workshops and discuss with MPMAR and service ministries										X	X	X	X	X	C		Final draft and a report on development of the new form submitted to Ministry on August 22 <sup>nd</sup> , 2016
	With the MPMAR information center prepare the template for electronic entry of data and automated submission										X	X	X	X	X	X		
	Prepare a training manual on procedures to complete the template electronically										X	X	H					
	Provide capacity building for requesting agencies and MPMAR on completing the template and reviewing the information												X	X	X	X	C	Training sessions on new form conducted in Assiut and Alexandria during August and September respectively
<b>I.2.2</b>	<b>Methodology for Monitoring and Evaluation (M&amp;E) of Investment Plans</b>														<b>Extensive coverage of M&amp;E on RSA study tour, one of the hosts being the Deputy Minister for Planning, Monitoring &amp; Evaluation (South Africa)</b>			
	Develop a plan and criteria for monitoring investment projects in the field										X	X	X	H	X	X		"Seminar" organized on the role of INP in monitoring the national plan 3/20/16. Workshop on "Creation and Utilization of Local Development Indicators" 8/17/16
	Prepare a methodology for assessment of investment plans, including by sector and/or region; medium and long-term development impact												X	X	X	X	H	Activity temporarily on hold as Ministry defines approach

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>1.2.3</b>	<b>Develop Implementation Plan to Improve the Regional Planning Offices</b>																	
	Desk review of all previous regional office studies and recommendations			X	X													Desk review commenced 3rd Qtr 2015
	Meet with Ministry and regional office staff to review and validate previous findings							X	C									EPSP meets with head of Regional Planning Office Sector Jan 19 <sup>th</sup> , 2016
	Field visits to selected regional offices for in-depth analysis and needs assessment										X	X	C					Alexandria Office visit Mar 2016. Assiut, Aswan, Ismailia & Minia visits Apr-May '16
	Develop a capacity building plan for the regional offices in consultation with MPMAR and local administrations										X	X	X	X				Workshops conducted
	Prepare implementation plan													X	X	C		Final report delivered Aug 29 <sup>th</sup> , 2016
<b>1.2.4</b>	<b>Deliver Capacity Building Modules on National Planning Topics</b>																	
	Identify the training curriculum and target participants for national planning topics and prepare training plan			C														Basic training activities have been approved by the Minister as part of approval of EPSP work plan
	Develop training packages and other materials					X	X		X	X	X	X	X					Activity continuous for life of Project
	Conduct training in accord with MPMAR approved training needs								X	X	X	X	X	X	X	X	X	Activity continuous for life of Project
	Feasibility studies-preparation and analysis			X	X	X	X		X	X	X	X	X	C				Training provider contracted 1/14/16. Training completion ceremony 5/31/16.
	Prepare final report on capacity building activities															X		Final report on capacity building for national planning to be completed in 2016
<b>1.2.5</b>	<b>Support for Citizen-Friendly Governorate-Level Investment Plans</b>																	
	Conduct critical review of selected sampling of available plans					X	C											Review of current version of Sohag Governorate citizen guide completed
	Identify major shortcomings and design new presentations								X	X	X	X	C					Mockup of proposed document for Cairo Governorate drafted
	Support publication of selected plans according to the new design										X	X	X	X	X	X	C	EFY '16 & '17 plans produced and published
	Disseminate newly designed plans and survey citizen reaction.														X	X	H	

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

### 1.3 SUPPORT FOR THE NATIONAL PLANNING PROCESS THROUGH IMPROVED PUBLIC FINANCE MANAGEMENT

#### Expected Results:

- (1) Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts
- (2) More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors
- (3) Public finance management (PFM) principles applied in the infrastructure investment planning process

1.3.1	Introduce Medium Term Expenditure Framework (MTEF) to Shape National Planning																	Activities on hold as the Project seeks to negotiate an MoU with MoF. New Minister of Finance appointed in Cabinet reshuffle Mar 23rd 2016
	Work with the MoF to identify the 3-year spending limit for the State investment plan								X		H							
	Conduct an MTEF informational workshop for MPMAR and sectoral agencies								X		H							
	Develop forms to implement MTEF for the investment plan, including SDS components									X	H							
	Coordinate with MPMAR and ministries to arrange technical assistance to develop individual MTEF investment plans consistent with national KPIs								X	X	H							
	Draft MTEF investment plans for 3-years									X	X	X	H					
	Discuss plans with MPMAR and MoF and revise as needed											X	H					
	Finalize plans and include in electronic system of MPMAR information center												H					
1.3.2	Review the Distribution Formula for Local Development Investment Funds																	Consummation of this activity depends upon resumption of cooperation with LARU pursuant to a proposed MoU
	Prepare a report on implementation of the current local development funding formula									X								As of June 2016, cooperation with LARU has resumed with World Bank as an additional partner. Details to be worked out around the need for a new Local Administration Law and coming elections of local councils. Two important workshops completed in June.
	Consult with national and local stakeholders to assess the benefits and problems with the current formulas									X	X							
	Review current programming of local development funds including how allocated and rates of implementation											X	X					

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>I.3.2</b>	<b>Review the Distribution Formula for Local Development Investment Funds (continued)</b>																	See I.3.2 above
	Assess the impact of various options for revising the allocation formula parameters in order to find the optimal distribution for achievement of GoE objectives										X	X						
	Design a template for use in requesting investments for local development program												X					
	Conduct workshops with governorates on completing the investment request form												X					
	Conduct workshops with regional planning personnel on how to review and evaluate completed investment request templates													X				
<b>I.3.3</b>	<b>Introduce Public Finance Management Considerations (PFM)</b>																	Activity dependent on MoU with MoF
	Update and publish Fiscal Decentralization Strategy													X	X	X	H	
	Prepare training plan and materials for capacity building on applicability of PFM to MoF & MPMAR investment planning							X	X	X	X	X	X	X	X	X	H	

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

## 2. SUPPORT EFFECTIVE SERVICES THROUGH ADMINISTRATIVE REFORM

### Expected Results:

- (1) Public sector employees better qualified and more responsive because of the new Civil Service Law
- (2) Web-based application for citizen service centers implemented and tested in one Governorate
- (3) Additional physical CSCs opened by MPMAR with support from the Project.
- (4) Easier access to selected government services for business and citizens.
- (5) Increased and improved opportunities provided for citizens to engage with their local administration.
- (6) Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the centers as a tool to combat corruption.
- (7) Recruitment and hiring procedures for CSC staff reflect a gender lens
- (8) Continuous measurement of the effectiveness of the citizen service center program facilitated

### 2.1 SUPPORT FOR THE CIVIL SERVICE LAW (CSL)

2.1.1	Support preparation of executive regulations for the CSL															Regulations approved by CoM June 24th 2015
	Conduct workshops and expert meeting to detail articles of the Regulations			C		A new work plan for this activity is being prepared for the one-year extension period given the HoR defeat of the original CSL on January 20 <sup>th</sup> , 2016 and adoption of a new version October 4 <sup>th</sup> , 2016										Three major conferences and several meetings conducted in May and June 2015
	Prepare technical notes defining various aspects of the executive regulations			C												Nine technical notes covering the regulations completed in May/June 2015
	Finalize executive regulations for adoption and conduct public awareness events to raise visibility			C												
2.1.2	Support the activities of the Administrative Reform Forum															Activity continues for life of project
	Prepare technical and professional materials on the CSL for presentation at the Forum			C												The Forum was provided materials on the CSL at the session on June 14 <sup>th</sup> , 2015.
	Organize Forum sessions on the CSL			X	X	X	X	X	X	X	X	X	X	X	X	Continues for life of Project
2.1.3	Additional support for the CSL and executive regulations															Scheduling of these activites delayed because of HoR initial rejection of CSL
	In cooperation with MPMAR and CAO A develop civil service examination bank			X	X	X	X	X								
	Assessment of 27 CAO A directorates			X	X	C										Completed (15 testing sites selected)
	Prepare 360 degree appraisal system					X	X	X	X							
	Analysis of best practices and support for early retirement incentive systems					X	X	C								Options are before the Cabinet of Ministers for consideration

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
<b>2. SUPPORT EFFECTIVE SERVICES THROUGH ADMINISTRATIVE REFORM (CITIZEN SERVICE CENTERS)</b>																		
<b>2.2 ENHANCED AND EXPANDED COVERAGE OF CITIZEN SERVICE CENTERS</b>																		
<b>2.2.1</b>	<b>Comprehensive assessment and review of existing system of citizen service systems including the nature of services provided</b>																	
	Conduct on-site visit sampling data as necessary, compile available data and complete desk-review documenting the current situation		C															Site visits conducted to Beheira and Aswan during 2 <sup>nd</sup> Qtr 2015
	Prepare options for implementation of improvements weighing priority of need, cost, and timetable; e.g. select one Governorate for expanded coverage		C															Options completed during March 2015 to expand coverage in Aswan Governorate
	Select preferred option, and prepare implementation plan Aswan Ismailia	X		C	X	C												Preferred option submitted to USAID on Mar 26 <sup>th</sup> , 2015. IRM approved May 19 <sup>th</sup> , 2015 Ismailia assessment completed October 2015
<b>2.2.2</b>	<b>Implementation of CSC expansion plan</b>																	
	Prepare and execute MoU with Governorate and MSAD defining roles and responsibilities	X	X	C														MoU completed. Signed by MSAD and Chief of Party on August 31 <sup>st</sup> , 2015
	Assess equipment and hardware in live CSCs at Aswan City and Nasr El-Nubia			C														Any further required equipment or hardware to be provided and funded by MSAD
	Establish CSC staffing selection committee from MSAD, Governorate and the Project			C														The Project has completed all required activities with respect to CSC personnel for which EPSP is responsible in Aswan Governorate. However, a new proposal for supervisory skills training will be developed and implemented in 2016
	Develop CSC organization chart and job descriptions			C														

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
2.2.2	Implementation of CSC expansion plan (continued)																	
	Conduct candidate interviews and testing			C														
	Select CSC staff			C														
	Provide customer skills training for CSC staff including: Aswan Ismailia			X	X	C	X	X	X	X	X	X	H					Ismailia delayed (time taken by GoE to process MoU)
	Prepare specifications for required equipment			C														
	Procure hardware and equipment			X	X	X	C											
	Deliver and install equipment to new CSC sites supported by EPSP				X	X	X	X	X	C								
	Prepare and test local area networks as required at CSC sites					X	X	X	X	X	X	C						
	Activate internet services							X	X	X	X	X	X	X	X	X	C	
	Install operating systems (hardware and servers)							X	X	X	X	C						
	Prepare and test domain							X	X									
	Data entry (new sites) or transfer (existing sites)						X	X	X	X	X	X	X	C				
	Site visits to Ismailia CSCs to assess equipment and hardware					X	C											
	Install application and training Aswan Ismailia						X	C	X	X	X	X	H					Ismailia dropped (failure by GoE to process MoU)
	Data migration to new application in Ismailia							X	X	X	X	X	X	H				Ismailia dropped (failure by GoE to process MoU)
	Formal opening(s) of Aswan sites							X	X	X	X	X	X	X	X	X	C	Headquarters CSC opened January 10 <sup>th</sup> , 2016 Edfu and Daraw opened September 26 <sup>th</sup> , 2016
	Install server hardware at the data center							X	X	X	X	C						

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
2.2.3	<b>Develop a plan and proposal(s) for CSC sustainability</b>																	
	Retain expert services to lead activity					X	X	X	C									
	Conduct workshops to identify options					X												
	Prepare final report for consideration						X											
2.2.4	<b>Support for a business investment center (one-stop-shop) in Aswan for improved business services</b>																	
	Conduct technical site visits to operational facilities elsewhere in Egypt, and follow-up with review of potential locations in Aswan				C													EPSP visited business investment centers operated by GAFI in Cairo, Ismailia and Tenth of Ramadan City and potential site locations in Aswan during September and October
	Organize a visit to Aswan by GAFI for discussion of spatial requirements and site visits to compatible locations					C												
	Prepare feasibility study and budget estimate						C											
2.2.5	<b>Support for GIS technology center in Aswan</b>																	
	Organize visit to Aswan by experts from BUDC to advise on possible options to address needs in Aswan Governorate					C												The Aswan facility would be a modified version of the Beheira Utility Data Management and Urban Planning Center (BUDC). Scheduled completion now February 2017
	Prepare feasibility study and budget estimate						C											
	Negotiate MoU defining obligation of the parties								X	X	C							
	Support implementation of agreed solution								X	X	X	X	X	X	X	X	X	Activity continues into FFY 2017

ACTIVITIES AND EXPECTED RESULTS	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS

### 3. COMMUNICATION, OUTREACH, AND LOCAL PARTICIPATION

#### Expected Results:

(I) Improved citizen participation in planning, budgeting, monitoring and evaluation of projects

#### 3.1 COMMUNICATIONS AND OUTREACH

3.1.1	Technical assistance and support to the GoE and MPMAR to engage citizens in the administrative reform process																
	Support MPMAR and other GoE agencies to conduct advocacy events on reform							X	X								
3.1.2	Communication/public awareness programs demonstrating how reforms improve governance and impact citizens																
	Support programs to promote and build understanding and support for new laws and executive regulations							X	X	X	X	X	X	X	X	C	This involves substantial outreach and awareness raising for citizen services in Aswan including a video for USAID
	Conduct subject matter events, such as conferences and workshops, promoting the specific reforms of EPSP counterparts																Events to be conducted on a regular basis, as needed, throughout the life of the Project

#### 3.2 LOCAL PARTICIPATION

3.2.1	Program to encourage local participation in planning and budgeting																Activity delayed due to personnel recruitment and retention problems
	Develop designs for the citizen friendly investment plan per governorate							X	X	X						C	Citizen guides were prepared and printed for each governorate for Egyptian fiscal years 2015-16 and 2016-17. The Ministry approved the new layout designed by the Project and provided the financial data to be reported.
	Support the ministry in developing the content of the governorates plans							X	X	X	X	X	X			C	
	Publish the governorate-level citizen friendly investment plans							X	X	X	X	X	X			C	
	Support the ministry in disseminate the governorate-level citizen friendly plans									X	X	X	X	X	X	H	

ACTIVITIES AND EXPECTED RESULTS				2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
				1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS
4. CAPACITY BUILDING																				
Expected Results:																				
(1) Capacity building completed for all EPSP program implementations																				
(2) Parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization																				
4.1 CAPACITY BUILDING TO SUPPORT EPSP TECHNICAL ASSISTANCE ACTIVITIES																				
4.1.1	Prepare EPSP two-year capacity building plan to support Project activities																			
	Review all previous training modules already in existence to determine applicability to EPSP scope of work			X	X	X	X	X	X	X	X	X	X	X						
	Determine initial requirements for new modules or updating of existing materials			X	X	X	X	X												
	Agree with MPMAR on training plan for new EPSP activities, methods and venues for delivery of capacity building and timetables			X	C														The Minister of MPMAR approved at least eight training activities as part of the EPSP work plan on May 25 <sup>th</sup> , 2015, which are imbedded in respective sections of this table.	
	Initial modules of capacity building are needed for:																			
	National Planning – Feasibility studies								X	X	X	X	C							
	Parliamentary Outreach																		Not yet programmable	
	CSC Enhancement and Expansion			X	X	X	X	X	X	X	X	X	X	X	X	C				
	Participatory Planning and Budgeting																		Not yet programmable (local council target)	
	Skills Training for MPMAR & MSAD personnel:																			
	(i) English language training			X	X	X	C												Training to be completed Nov. 15 <sup>th</sup> , 2015	
	(ii) Training media office personnel												X	X	X	C			Training covers topics including press releases, media campaigns and messaging	
	(iii) Leadership skills training							X	X	X	X	X	X	H	X	C			Training commenced March 6 <sup>th</sup> , 2016. Placed on hold during Ramadan observance	

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			POTENTIAL CRITICAL PATH ITEMS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	CURRENT STATUS
<b>4.2 PARTICIPATORY TRAINING – INTERNATIONAL STUDY TOURS</b>																		
4.2.1	Study tour to Republic of South Africa for the MPMAR																	Implementation of the study tour delayed because of Parliamentary elections and SDS conference
	Comparative analysis of proposed venues		X	C														Minister of MPMAR approved RSA venue 5/25/15
	Issue RfP for in-country facilitation			X	C													
	Execute contract with selected vendor				X	X	X	C										Contract executed on December 15 <sup>th</sup> , 2015
	Submit study tour program to USAID									X	C							
	Conduct study tour											C						Study tour successfully completed April 11 <sup>th</sup> -18 <sup>th</sup> , Follow-on event in Nasr City chaired by Minister Jun 16 <sup>th</sup> , 2016
<b>4.3 CAPACITY BUILDING FOR LOCAL COUNCILS</b>																		
4.3.1	Deliver orientation training for newly elected local councils																	
	In consultation with MPMAR prepare basic curriculum for newly elected local council Members and develop means for delivery of training to the widest audience possible																	Direct training for local council members will depend on the timing of the long-deferred local election now expected to take place early in 2017. A prerequisite for the election is adoption of a new election law. In any event, EPSP is eminently well-prepared to take on the role of capacity building for local councils, having presently on staff training professionals with years of experience working with local councils going back to 2006.
	Provide training on roles and responsibilities of local councils																	
	Provide training on concepts of fiscal decentralization, planning and budgeting to members of the planning and budgeting committees of local councils																	

	2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16			4th QTR '16			CURRENT STATUS
ACTIVITIES AND EXPECTED RESULTS	1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS

## 5. PARLIAMENTARY OUTREACH

### Expected Results:

- (1) Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness raising
- (2) Permanent staff of selected committees of the House of Representatives oriented on technical issues
- (3) House Members and permanent staff trained

### 5.1 STRENGTHENING THE AWARENESS AND KNOWLEDGE OF PLANNING AND BUDGET COMMITTEE MEMBERS

5.1.1	Support Committee chair and members to discharge their legislative role effectively													Elections successfully completed late during CY 2016 and HoR Members conduct inaugural session January 10th 2016. Schedule assumes cooperation of Committee chair(s).			
	Work with the Committee chair and members to identify needs and priorities										X	X	X	X			Letter and background paper delivered to the Secretary General of the Egyptian House of Representatives introducing EPSP; expressing an offer of cooperation and describing the major EPSP activities. Following workshops completed with HoR
	Prepare an implementation plan and secure agreement with Committee chair																
	Organize orientation sessions on legislative roles of the Committee, internal rules and operations, report writing and conduct of hearings										X	X	X	X			
	Assist in drafting proposals to address new assignments in the Constitution and/or the uniform planning law										X	X	X	X			
5.1.2	Support creation of Parliamentary Affairs Units for planning, and local development in respective Ministries							X	X	X	X	X	X				Capacity building delivered to 30 participants during February 2016 on soft and technical skills for personnel who will staff these units

Initial USAID-Sponsored Parliamentary Events	
Date	Title
Apr 05, 2016	Pillars of Sustainable Development Strategy: Egypt Vision 2030
May 07, 2016	The Civil Service System: Reality and Prospects
May 22, 2016	The Civil Service System: Reality and Prospects
Jun 27, 2016	Decentralization and Local Administration Development in Egypt: International and National Experience [jointly with The World Bank]

ACTIVITIES AND EXPECTED RESULTS		2015 QTR				1st QTR '16			2nd QTR '16			3rd QTR '16						CURRENT STATUS
		1	2	3	4	O	N	D	J	F	M	A	M	J	J	A	S	POTENTIAL CRITICAL PATH ITEMS
5.1.3	Provide capacity-building opportunities for House Members and permanent staff, using in-house personnel, and other experts or institutions																	Delay in the 2015 Parliamentary elections had rendered this activity unachievable by September 29 <sup>th</sup> , 2016, the previous end-date for EPSP which is now extended to September 30 <sup>th</sup> , 2017
	Conduct rapid needs assessment for Members and staff																	
	Identify thematic needs of Members and staff (e.g. such topics as public finance, planning and budgeting, participatory planning, research tools and methods, and reporting)																	
	Identify institutional provider(s) for orientation courses and materials (e.g. FEPS research institutes; Institute of National Planning).																	
	Prepare training material using EDI training packages and other produced orientation material																	
	Conduct training for MPs and permanent staff pursuant to a final agreed, detailed training plan																	
	Conduct participatory training activities on specialized topics to strengthen the capacity of House members to meet the responsibilities for which they were elected																	

# YEAR TWO ANNUAL HIGHLIGHTS

## SUMMARY OF FFY 2016 ACTIVITIES AND ACCOMPLISHMENTS (SERVICES DELIVERED AND PROGRESS TOWARD RESULTS)

### INTRODUCTION

The second year of EPSP implementation was a period of notable accomplishments in planning, administrative reform and governance by the Government of Egypt, with the Project providing strong support for some of the most important of these achievements. Early in FFY 2016, the Egyptian citizens successfully completed the election process for a new House of Representatives, the nation shortly thereafter seating its first parliamentary body since dissolution of the Shoura Council on July 3<sup>rd</sup>, 2013. The election was arguably the most significant event for the GoE during this year, as it completed the last of three milestones during the transition period following the 2013 revolution.<sup>6</sup> Furthermore, election of the Parliament holds substantial implications for the remaining work of the Project.<sup>7</sup>

Almost immediately the new, independent Parliament cast its influence over a number of issues which directly related to the specific interests and activities of EPSP, including:

- The Civil Service Law. On January 20<sup>th</sup>, 2016, the House of Representatives voted down the new Law proposed by the President, and upon which the Project had labored for nearly one year supporting the development of executive regulations and other features necessary to activate what was to have been the bellwether administrative reform of the GoE. However, it would not reach fruition until six months later when a new, compromise Law was adopted by the Parliament on July 25<sup>th</sup>, 2016 following discussions, revisions and reconciliation between the Cabinet and the responsible House committees (principally the labor force, and budget and planning committees).
- The Sustainable Development Strategy Egypt 2030 (SDS Egypt 2030). Culminating more than two-years of effort, the Ministry completed the Strategy which was introduced by the President of Egypt on February 24<sup>th</sup>, 2016 to a nationally televised audience from a gathering of senior government and state officials at Al-Galaa Theatre in Cairo. The Project had committed substantial resources and personnel during the preceding year in support of the Ministry efforts to deliver the Strategy and develop the necessary communication and outreach infrastructure to raise broad public awareness.

The Strategy was the basis for the Government policy statement submitted to the House of Representatives pursuant to the 2014 Constitutional requirement on March 27<sup>th</sup>, 2016. In the written text of his statement, the Prime Minister tied the government's program directly to SDS Egypt 2030, displaying the document itself from the podium in the House chamber. On April 5<sup>th</sup>, the Project organized a workshop to inform Parliamentarians on the SDS Egypt 2030 and two weeks later the House overwhelmingly approved a vote of confidence in the Government, implicitly accepting the policy statement delivered by the Prime Minister in March.

These singular accomplishments by the GoE were a triumph for the democratic process during the initial session of the new Parliament and the Project provided essential support to achieve these outcomes, as noted ex-post by the Deputy Minister of Planning, Monitoring and Administrative Reform.

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<sup>6</sup> The first being preparation and adoption of a new Constitution on January 18<sup>th</sup> 2014 and the second was the election and swearing in of President Abdul Fattah Al Sisi on June 8<sup>th</sup>, 2014.

<sup>7</sup> The initial work plan for the Project anticipated Parliamentary outreach activities would begin during FFY 2015, however delays in the election process voided that schedule and EPSP was unable to organize the first Parliamentary workshop until April 2016, after the House of Representatives had completed their internal organizational and procedural protocols.

## INTRODUCTION (continued)

A number of additional, important accomplishments were recorded during this second year of EPSP implementation as summarized below and detailed further in the main sections of this report.

- **Completion of a successful study tour to the Republic of South Africa.**

Originally scheduled in the Project work plan for November 2015, and subsequently for January 2016 in the contract with the training service provider retained by EPSP, the study tour was delayed multiple times to accommodate the schedules of the senior Ministry personnel who were to attend the event. Nevertheless, during April 2016 a group of sixteen current and future leaders from the Ministry, MSAD and CAO, led by the Deputy Minister of MPMAR, completed an eight-day observational study tour to the Republic of South Africa (RSA).

- **Introduction of a web-based application for citizen services at the local administration level.**

Over the past several years, the Ministry of State for Administrative Development has supported the creation of some one-hundred fifty, standalone citizen service centers throughout the nation.<sup>8</sup> The Project has now completed the initial pilot for a new technology solution that will enable (i) citizens to access these services through the internet; and (ii) integration of the nationwide data at a central server location that will facilitate better monitoring and assessment of the quality of services at the local level.

- **Delivery of a first-class capacity building program with broad reach and deep institutional relevance.**

A total of 5,736 person-days of training were delivered during year two of EPSP implementation. The most important of these included the following courses for Ministry personnel: (i) Leadership skills training with strong female participation; (ii) training in preparation and analysis of feasibility studies for public infrastructure projects; (iii) a comprehensive palette of media skills training for communication office personnel involved with SDS outreach; and, (iv) English language training.

Even as the Project was nearing the end of its initial period of performance, requests continued for legacy materials<sup>9</sup> from the previous EDI implementations, some of which dated back to pre-Arab Spring days. During July 2016, requests were received from USAID and the Ministry respectively for the following publications:

1. *Results of Research Paper about Perspectives and Visions of Decentralization in Egypt after the Twenty Fifth of January Revolution* [60 pp.] produced in March 2013 during the EDI II phase of the current contract; and
2. *Local Development Observatory Final Report* [69 pp.] produced by EDI in 2010 detailing key performance indicators (KPIs) to monitor operations at the local level.

These and other works from previous EDI and EDI II activities will grow in relevance as the Government of Egypt and Parliament focus on the Constitutional mandates for local sector reform and local council elections, the latter expected to take place early during 2017.

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<sup>8</sup> Six of these centers were implemented with technical and financial assistance from USAID through the Egyptian Decentralization Initiative during 2008 -2009.

<sup>9</sup> During Year One the Project provided MPMAR with a substantial number of capacity building materials related to local administration, including ten complete training modules for courses delivered nationwide during EDI 2.

## SERVICES DELIVERED AND PROGRESS TOWARD RESULTS

### SUPPORT FOR THE NATIONAL PLANNING PROCESS

The Government of Egypt now has a fifteen-year, sustainable strategic plan in place to the year 2030, and as EPSP year-two came to an end, the GoE was aggressively shifting into a very serious and workload-intensive implementation phase to turn the vision into reality. Without question, the Strategy has buy-in from the highest levels of governance; i.e. the President, the Prime Minister, the Cabinet and the House of Representatives. Although many challenges (such as resource allocation) will complicate ultimate realization of the goals, this initiative has been launched with a strong likelihood for successful outcome.

Implementation of the fifteen-year strategic plan will in large measure be reflected in a series of annual budget-making decisions, and annual or medium-term planning outputs. The Project is providing support for these planning activities as well. The above-mentioned study tour to South Africa was one important aspect of this assistance as the participants were provided with fresh insights on integrating fiscal and medium-term frameworks into the planning function. Additional support from EPSP is in the form of capacity building and technical assistance for targeted activities.

#### ***Sustainable Development Strategy: Egypt 2030***

During the first four months of year two, the Project was deeply immersed in the GoE preparations for the launch of the Strategy which, after a number of postponements, was being programmed for a major conference to be led by the Prime Minister on January 28<sup>th</sup>, 2016 involving up to one thousand invitees. Just days prior to the conference, the Ministry directed that the event be cancelled.

The cancellation was well-motivated. A last-minute decision had been made that the President himself would officiate over the launching event. The President had been closely tied to the Strategy throughout 2015 and his continued leadership of the effort was a strong signal to the Cabinet and the Parliament about his commitment. In lieu of the planned conference, the President chose to introduce the Egypt Vision 2030 to a nationwide television audience from Al-Galaa Theatre in Cairo where several hundred state and government officials were gathered on February 24<sup>th</sup>, 2016.

Contemporaneously with the launch of the Strategy, the SDS Egypt 2030 website and social media tools developed with USAID and EPSP support during year two were fully activated. As described in earlier sections of this Report, the Deputy Minister of MPMAR delivered a comprehensive, detailed work plan for implementation of the Strategy to an audience of nearly two-hundred fifty persons at the Ministry of Administrative Development on August 2<sup>nd</sup>, 2016. Successful outcomes from the SDS Egypt 2030 Vision will rely heavily on:

- Effective execution by the GoE of this work plan;
- Continued support from the Presidency, the Parliament and the State budget;
- Comprehensive and effective messaging programs that can win, maintain, and grow support from the population at large to unify behind this Strategy.

The Effective Planning and Services Project has provided extensive support for this effort during FFY 2016, including capacity building for GoE media office personnel. The objective is for the Ministry to become self-sufficient in terms of maintaining operations of the new social media and other tools furnished by EPSP.

### Sustainable Development Strategy: Egypt 2030 (continued)

During year two, the Effective Planning and Services Project participated in organizing the following events designed to inform about and generate support for SDS Egypt 2030:

DATE	EVENT	No.	NOTES
Oct 5-7 2015	<u>SIS workshop</u>	24	Regional ToT to raise awareness Media experts from nearly every Governorate convened for orientation on SDS Egypt 2030 to carry message back to local populations.
Nov 15 2015	<u>INP workshop</u>	60	Minister of MPMAR led the workshop At this event the Minister of MPMAR encouraged the INP to reflect the targets and objectives of the SDS Egypt 2030 in their proposed work plans and research.
Feb 8 2016	<u>INP workshop</u>	85	This workshop included discussions of a possible SDS Egypt 2030 monitoring and evaluation role for the Institute.
Mar 10 2016	<u>Alexandria workshop</u>	N/A	EPSP provided 1,000 CD versions of the SDS Egypt for distribution at this MPMAR event at the Bibliotheca, attended by NGOs, academia, MPs, et al.
Mar 20 2016	<u>INP workshop</u>	66	The Minister of MPMAR led a second discussion of the role of the Institute in monitoring the national planning process.
Apr 05 2016	<u>Parliamentary workshop</u>	26	Eighteen MPs attended the event Introduction for Parliament to the SDS Egypt 2030. The Strategy was an integral part of the Government policy statement delivered to the House two weeks later.
Apr 07 2016	<u>SDS workshop</u>	150	Event organized for senior and mid-level leadership from relevant sectors within the Ministry to discuss integration of SDS Egypt 2030 into the national planning process.
Jul 30 2016	<u>SDS coordination meeting</u>	28	This workshop was called to coordinate activities of all sectors on implementation of SDS Egypt 2030.
Aug 02 2016	<u>Implementation of SDS</u>	238	Monitoring implementation of SDS The Minister and Deputy Minister of MPMAR provided an overview and update on implementation of the SDS Egypt 2030.
Aug 03 2016	<u>Alexandria Workshop</u>	28	SDS Egypt 2030 A two-hour segment covering SDS Egypt 2030 during a larger workshop involving other planning support from EPSP. Presentation by the Deputy Minister of MPMAR.
Aug 10 2016	<u>Aswan Workshop</u>	22	SDS Egypt 2030 and Indicators A two-hour segment covering SDS Egypt 2030 during a larger workshop involving other planning support from EPSP. Presentation by the Deputy Minister of Planning, Monitoring and Administrative Reform.
Aug 17 2016	<u>Cairo Workshop</u>	23	SDS Egypt 2030 and LDO Indicators The workshop on "Creation and Utilization of Local Development Indicators" examined applicability of local sector indicators to monitoring SDS Egypt 2030
Aug 31 2016	<u>Assiut Workshop</u>	72	Implementation of SDS Egypt 2030 Regional meeting for implementation plan for the Strategy (10 Governorates present)
Sep 05 2016	<u>Alexandria Workshop</u>	66	Implementation of SDS Egypt 2030 Illustrating the linkage between SDS Egypt 2030 performance indicators and those of various programs and projects. Presentation by the Deputy Minister of MPMAR



### ***Sustainable Development Strategy: Egypt 2030 (continued)***

In addition to organizing the foregoing important SDS Egypt events during the past year, the Project has invested substantial time and resources to build capacity within the Ministry to provide the strong communication and outreach programs that will be necessary to develop effective messaging and implement the Strategy in the coming years.

DATE	EVENT	No.	NOTES
Nov 28-Dec 23 2015	<u>Specialized Social Media</u> Professional training on analysis, creation and management of different social media platforms.	11	Training Provider: E-Marketing Academy
Dec 16-28 2015	<u>E-Marketing Strategies</u> Training on successful social media planning, including goal setting; use of efficient social media tools, and implementation strategies.	11	Training Provider: E-Marketing Academy
Dec 21-22 2015	<u>Website management</u> Specialized training for Ministry communication office personnel on management of the SDS Egypt 2030 website upon handover of responsibility from the developer.	4	Training Provider: Promolinks
Mar 29-30 2016	<u>Website and Social Media</u> Day one: management of Facebook, Twitter, YouTube, Instagram, Google+ and LinkedIn. Day two: SDS Egypt 2030 Website.	7	Training Provider: Promolinks
Apr 3-7 2016	<u>Adobe Photoshop</u> Twenty-four training hours covering editing techniques and other skills needed for creation of professional imagery.	10	Training provider: New Horizons
Apr 10-12 2016	<u>Adobe Illustrator</u> Sixteen training hours on achieving creative visual effects such as panoramas and composites using filters and photographic merge tools.	11	Training provider: New Horizons
Apr 17-19 2016	<u>Adobe InDesign</u> Sixteen training hours on graphics file management, document setup and page layout tools used in managing all types of publishing such as newspapers and magazines.	11	Training provider: New Horizons
Apr 18-20 2016	<u>Adobe Premiere</u> Sixteen training hours on editing video and motion graphics for creation of live or animated productions.	10	Training provider: New Horizons
Apr 24-26 2016	<u>Video and Photography</u> Sixteen training hours on technical aspects of filming including indoor and outdoor techniques, camera angles and lighting	10	Training provider: New Horizons
Jun 27-28 2016	<u>Media Skills Transfer</u> The eleven communication office personnel who completed the above referenced courses, conducted two days of training to transfer skills to colleagues in the Ministry	3	Training provider: MSAD

### ***Sustainable Development Strategy: Egypt 2030 (continued)***

DATE	EVENT	No.	NOTES
Aug 8-10 2016	<u>Press Release &amp; News Analysis</u>	14	Training Provider: ECTD Three days of training on preparation of press releases and news analyses focused on awareness raising for SDS Egypt Vision 2030.
Aug 14-21 2016	<u>Media Marketing</u>	15	Training Provider: ECTD Six days of training on use of media for promotion of the SDS Egypt Vision 2030 principles and concepts.
Aug 22-24 2016	<u>Media Campaigns</u>	16	Training Provider: ECTD Three days of training on preparation and launch of successful media campaigns, especially focused on SDS Egypt Vision 2030.

As a result of this effort by EPSP, the Ministry's communication apparatus now has twenty-seven fully trained personnel to implement and manage the outreach programs for SDS Egypt 2030 and other future initiatives of the Government of Egypt. Well-crafted campaigns, such as facilitated by this capacity building, can significantly improve transparency as well as the prospects for successful program outcomes.

### ***Additional Support for the National Planning Process***

In addition to the substantial USAID-EPSP commitment of time and resources for support of the strategic planning initiative SDS Egypt 2030, the Project is also providing a package of capacity building and technical assistance for the annual and medium-term planning functions of the Ministry of Planning, Monitoring and Administrative Reform.

Technical assistance in support of the planning process has been provided during year two for a number of targeted initiatives, including:

- Development of a uniform project request template
- Preparation of a plan to improve the regional planning office function
- Recommendations to enhance the Governorate-level citizen guide to the investment plan
- Approaches to employ standard costing guidelines in preparation of infrastructure investment requests

On May 11<sup>th</sup>, 2016, the Project organized a seminar together with the Ministry and the Central Agency for Public Mobilization and Statistics (CAPMAS) on the impact of census data on the national planning process. Nearly one-hundred fifty participants from line ministries and CAPMAS attended the event and were oriented on the methodology and process for conducting the 2016 census count.

Potentially most important of all, however, was technical support provided to the Minister by the EPSP Policy and Planning Senior Advisor in drafting a new, first-ever Unified Planning Law for Egypt. Planning is currently regulated by a patchwork of individual provisions dating as far back as 1973. The new Law will seek to standardize and rationalize planning across the sectors and avoid a multiplicity of laws and plans for each Ministry (e.g. individual plans for the Ministry of Local Development or the Ministry of Housing). With this new Law, the GoE will be able to implement a unified, integrated development plan that is linked to the strategic vision for Egypt.

## Uniform Automated Investment Project Request Template

During year two, the Project completed its work on this important assignment under the direction of the Deputy Chief of Party. With greater focus now expected on performance monitoring; in part due to the maturation of the SDS Egypt 2030, but also because of other factors, such as pending loan agreements with the International Monetary Fund (IMF), it is more important than ever that the process for developing the national investment plan be streamlined, efficient (e.g. automated as far as practical) and transparent. This has been the basic rationale for EPSP support of this activity. Improved project request forms, together with extensive capacity building recently completed on feasibility studies, will lead to substantially better outcomes from public sector investment spending.

A number of workshops, designed and planned to complete this activity, were conducted during year-two:

DATE	EVENT	No.	NOTES
Mar 28 2016	<u>Infrastructure request forms</u>	23	Sector and department heads MPMAR A Professor of Economics introduced objectives and methodology of the task. International experience was discussed re: practices in Korea and Brazil.
Apr 10 2016 [1]	<u>Infrastructure request forms</u>	28	MPMAP and line ministry managers Two-thirds of attendees identified as managers or department heads. In each April session, participants discussed challenges with forms and needed change.
Apr 10 2016 [2]	<u>Infrastructure request forms</u>	146	Third-largest event organized by EPSP During each of the three iterations of the April workshop, the attendees provided valuable input to be used in design of the new template.
Apr 11 2016	<u>Infrastructure request forms</u>	99	Central and local sector officials More than one-third of participants identified as employed by local sector or working on local administration issues.
Aug 03 2016	<u>Presentation of final forms</u>	28	Conducted in Alexandria Governorate This was a two-hour segment covering presentation and discussion of the final version of the infrastructure request form during a larger workshop involving other planning support from EPSP.
Aug 10 2016	<u>Presentation of final forms</u>	22	Conducted in Aswan Governorate This was a brief segment covering presentation and discussion of the final version of the infrastructure request form during a larger workshop involving other planning support from EPSP.
Aug 31 2016	Training on use of final form	72	Conducted in Assiut Governorate Hands on training program instructing how to complete the infrastructure investment request form developed by EPSP
Sep 05 2016	Training on use of final form	66	Conducted in Alexandria Governorate Hands on training program instructing how to complete the infrastructure investment request form developed by EPSP

Prior to completing the recommended form, a final draft was circulated for comment to a panel of senior staff and experts at the Ministry (heads of sectors and advisors) comprising the most knowledgeable personnel on this aspect of the national planning process. The suggested amendments were taken into consideration in preparing the final document.

## Uniform Automated Investment Project Request Template (continued)

As referenced in all EPSP work plans, facilitating electronic preparation of these forms will require cooperation from the MPMAR information center on the automation process. Also as previously noted, the Project has committed to paying close attention to gender considerations while completing this task (and all tasks for that matter). Overall, twenty-eight percent of the attendees at the above events in Cairo, Alexandria, Aswan and Assiut were women.

## Support for Development of National Planning Indicators

With completion and introduction of the Sustainable Development Strategy Egypt 2030 early in year two, attention was directed to mechanisms for linking the outputs of the Strategy and the indicators used by the different major government entities to render decisions on performance of their individual programs.

Coincidentally, and well before the MPMAR had begun its work on SDS Egypt 2030, the Project conducted extensive nationwide capacity building for more than two-thousand participants on the performance indicators used by the Ministry of Local Development in their local sector information system referred to colloquially as “Rabet”. This training involved three capacity building modules titled Project Management, Information Needs Description, and Data Collection.

Rabet is the software application developed to support the Local Development Observatory (LDO) established within the Ministry of Local Development during 2010 with EDI technical support to measure and track local administration performance. On July 20<sup>th</sup>, 2016, the original Final Report on development of the Observatory was provided to the MPMAR at their request by USAID. Shortly thereafter, the Project organized a workshop entitled “Local Development Indicators Based on ‘Local Development Observatory’ Experience in Egypt”. Details of the event are covered in the main body of this report but the workshop is an initial step toward the possible integration of some of the LDO indicators into the SDS Egypt 2030.

## Develop an Implementation Plan to Improve the Regional Planning Offices

The regional planning office network of the Ministry represents an important potential asset in the effort to strengthen the national planning process; particularly in light of the forthcoming fifteen-year implementation of SDS Egypt 2030. However the current system comprising seven regional offices<sup>10</sup> requires a significant overhaul to achieve the capacity to support effective planning outcomes.

Nevertheless, even in their current under-resourced condition, these offices represent the best opportunity to provide citizen participation into the national planning process; a requisite now that Egypt has an active, constituency-driven Parliament. Although the regional structure and its competencies have been examined many times in the past,<sup>11</sup> there have been no sustained efforts to reinvigorate the system into the modern, functioning prototype it should be.

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<sup>10</sup> The seven regional planning offices are located in (i) Alexandria; (ii) Assiut; (iii) Cairo; (iv) The Delta; (v) Suez; (vi) Upper Egypt North; and (vii) Upper Egypt South.

<sup>11</sup> **Historical Note:** During the pre-Arab Spring era of EDI, brief but high-level considerations revolved around the idea of transferring the regional planning offices to the Ministry of Local Development; and a later donor-funded activity recommended autonomous regional authority, somewhat akin to another level of governance between the center and the Governorates. Neither of these concepts was seriously followed up.

### Develop an Implementation Plan to Improve the Regional Planning Offices (continued)

The EPSP role on this assignment was therefore to conduct a review of the current capabilities and limitations of the existing system and produce practical recommendations for needed changes and improvements that could realistically be implemented by the GoE in the longer timeframe. The recommendations were completed during year two and a final report draft was delivered to the Deputy Minister of Planning, Monitoring and Administrative Reform on August 29<sup>th</sup>, 2016, following an intensive, months' long program of site visits, workshops and analytical investigation.

Initial desk reviews were conducted during the first year of EPSP, essentially looking at the limited information available at the time. However, the Project effort on the regional planning office assignment took off in earnest shortly after the Deputy Chief of Party joined the EPSP team during November 2015.<sup>12</sup>

On January 19<sup>th</sup>, 2016 the Project met with the head of the Office of Regional Planning at the Ministry to gather background on the then current situation, roles and responsibilities and other relevant information regarding the Alexandria regional office. This review covered the organizational and human resource framework, capacity building needs, legal and regulatory impediments, and gender issues related to the work of this office.

At this meeting EPSP proposed the concept of a new community participation unit within the regional offices in order to promote an effective participatory process and allow citizen input on the front-end of the planning.

Throughout the remainder of year two, the Project organized field visits and workshops as summarized below, conducting on-site assessments and interviews to provide as complete a picture as possible in order to prescribe efficient and scalable solutions to create a first class regional planning model.

- **March 2<sup>nd</sup> – Alexandria.** The EPSP team conducted a needs assessment at the regional office receiving the field perspective on all relevant questions of capacity and readiness.
- **March 16<sup>th</sup> – Cairo (Nasr City).** Selected staff from each regional office and the Ministry (thirty-three in all) attended this planners' workshop to contribute their input and perspective on challenges and opportunities within the existing system.

During April and May 2016, the visitation schedule included the following stops, where at each location the EPSP team sought to ascertain the local strengths and weaknesses in relation to the several assessment criteria being evaluated in this review.

- **April 14<sup>th</sup> – Ismailia**
- **Apr 17<sup>th</sup> to 21<sup>st</sup> – Aswan**
- **May 15<sup>th</sup> & 16<sup>th</sup> – Minia**
- **May 25<sup>th</sup> & 26<sup>th</sup> – Assiut**

As the final recommendations began to evolve, they were taken to the field for further input and vetting from the professional planning practitioners in the regions. As further detailed in the main body of this quarterly report, workshops of this nature were conducted on August 4<sup>th</sup> and August 10<sup>th</sup>, 2016 in Alexandria and Aswan respectively.

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<sup>12</sup> Also, at about this time, the high volume and intensity of demands on the limited EPSP resources to support preparation of the SDS Egypt 2030 were beginning to slack off, providing the necessary space to address other parts of the work plan, such as the regional planning offices.

### Deliver Capacity Building Modules on National Planning Topics

The extensive, practical training curricula implemented by EPSP during year two were carefully worked out with the Ministry in order to maximize the benefits and positive outcomes from the experience. *All of the training was workplace related and targeted sustainability and the main priorities of the Ministry.*

During Qtr I FFY 2016, English language training was completed for seventy-nine young planners and other professionals being prepared for future senior and/or leadership positions in the Government. The training provider, AMIDEAST, conducted thirty classroom sessions involving a total of ninety lesson hours for each participant. Of this group, all except six attended the Test of English for International Communication (TOEIC) and qualified through examination scores for one of four competency levels.

Nearly a quarter of these scored well enough to qualify as Proficient Users [of English], defined as “general professional proficiency (middle management and executive levels)”. Seventy-five percent of those so qualified were women. Many, if not most of this group, also participated in subsequent training courses for (i) preparation and analysis of feasibility studies related to infrastructure investment projects, and (ii) leadership and management skills; both of which were likewise completed during year two.

The feasibility study training course is of fundamental importance to the mission of the Ministry of Planning, Monitoring and Administrative Reform. The State infrastructure investment plan is the end result of countless individual decisions about what should be included in chapter six of the annual budget. These choices are in some part political but the vast majority should be based on objective criteria considering need, cost, alternatives, timeframe, and all factors which may impact a go or no-go decision. The feasibility study is one of the foremost tools in this process.

In January 2016, the Institute of National Planning was selected as the training provider for this course based upon a competitive RfP procedure. The Institute provided a unique design and approach involving practical workplace assignments to simulate the application of the theoretical classroom training and also introduced new approaches to the analysis of pre- and post-training evaluations.

The course was presented in two separate modules (i) preparation of feasibility studies; and (ii) review, analysis and evaluation of completed feasibility studies. An exhaustive review resulted in the selection of 118 participants from an original cohort of approximately two-hundred candidates, to attend module-one of the training program. Following completion of this segment, the training provider subsequently selected one-half of the participants, on the basis of their performance on the module-one work assignments plus their existing job description, to attend the module-two training; i.e. analysis of existing studies.

A comprehensive pre- and post-training testing methodology was employed to evaluate the outcome of their capacity building effort. The examinations given were designed to test for knowledge, skill, and ability (KSA) before and after taking each training module. The results were aggregated individually; however, the scoring was also compiled on the basis of employment locations with some interesting fallout. As might be expected, with only one exception, the overall KSA measurement increased for every group following completion of the training with the average level of improvement being 11.8 percent for module-one and 19.6 percent for module-two. Annex D to this report depicts the results of pre-and post-testing using unique graphics offered up by the training provider.

Not surprisingly, the MPMAR Infrastructure Department had the highest raw scores for each module, both in pre- and post-training testing. However, for module-one, the Department was the only group to record a lower score after receiving their training, an unexplained but likely temporary lapse.

### Deliver Capacity Building Modules on National Planning Topics (continued)

The Project issued an RFP for **Leadership Skills Training** on January 10<sup>th</sup>, 2016, subsequently resulting in a contract with the Center for Development Services to provide one-hundred hours of classroom instruction for eighty personnel from MPMAR. The Center is highly regarded as a pioneer in the application of participatory training methods in the MENA region.

The participants were divided into class sizes of approximately twenty persons each and training commenced for the initial two groups on March 6<sup>th</sup>, 2016. The final class was conducted on August 8<sup>th</sup> and the seventy trainees who completed all of the requirements of the course were awarded certificates at a ceremony headed by the Minister of Planning, Monitoring and Administrative Reform on August 23<sup>rd</sup>, 2016. Additional discussion concerning the significance of this training is provided in earlier sections of the main body of this report.

### ***Support for the national planning process through improved public finance management***

For eight days in mid-April of this year, a delegation of sixteen Egyptian Government personnel from MPMAR participated in a successful study tour to the Republic of South Africa (RSA), organized by the Project. The visitors experienced the workings of a number of relevant RSA institutions, and received presentations on the mechanisms used to integrate the planning function with the reality of public finance considerations. The RSA agencies leading these discussions included the Financial and Fiscal Commission; the National Treasury; the Department of Planning, Monitoring and Evaluation and various entities in provincial and local jurisdictions. More than two-dozen English language documents and presentations collected during the study tour were translated into Arabic by EPSP to insure that the Egyptian participants would retain a permanent library for future reference. A number of these were related to public finance in RSA, including the following titles:

- Medium Term Planning in Government
- National Treasury, Government Technical Advisory Centre
- Government Technical Advisory Centre, Performance and Expenditure Reviews, and
- South African Budget Compilation Process

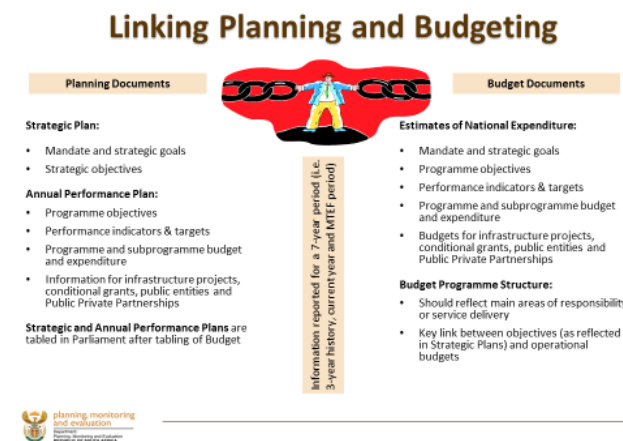
On August 23<sup>rd</sup>, 2016 the Effective Planning and Services Project, Policy and Planning Senior Advisor delivered a presentation titled “Public and Local Administration and Government Finance Status in Egypt: An Overview and the EPSP Role”. The presentation highlights some of the public finance characteristics and critical issues facing Egypt. The Ministry of Finance is a GoE Counterpart Agency for EPSP pursuant to the bilateral agreement between the Government of Egypt and the USG.

### Standardized Unit Costing of Investment Projects

During August 2016, an initial concept paper titled “Towards Full Controlled Implementation Protocol (CIP)” was delivered to the Deputy Minister of MPMAR to launch internal discussions on the standardization of unit costing task. While the CIP paper covers the larger world of complete project management from conception to completion, it does introduce a discussion on Construction Coding Systems (CCS) which is on point with this task, explaining the improved efficiencies that arise from the use of standardized project costing. Discussions with the Ministry are ongoing.

## Introduce Medium Term Expenditure Framework (MTEF) to Shape National Planning

On April 12<sup>th</sup>, 2016, the RSA study tour participants received a presentation from the South African Department of Planning, Monitoring and Evaluation titled “Medium Term Planning in Government”. The fifty-slide power point delivery provided a wealth of timely information of direct relevance to issues back home in Cairo.



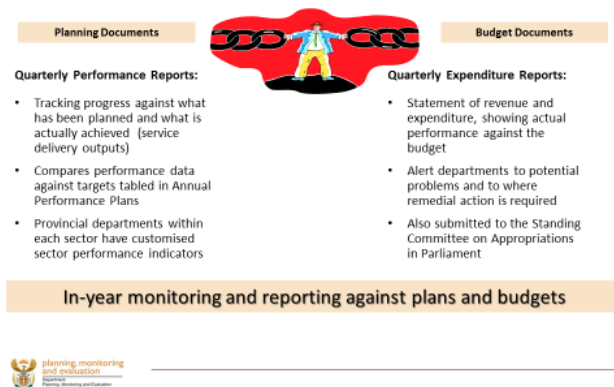
South Africa fiscal planning utilizes a Medium Term Expenditure Framework that looks at the current year plus a three-year MTEF period.

Failure to apply MTEF has been cited as one of several critical issues in government finance in Egypt. Among other things, the framework provides a multiyear, rolling fiscal envelope within which the national plan spending should be scaled to fit.

Some of the key slides from the RSA presentation are included here.

For example, the South African counterparts describe in this presentation the challenges they face in aligning their 156 national and provincial departments and 250 municipalities behind the implementation of the national development plan (vision 2030). These challenges are similar to those encountered in Egypt with regard to implementation of the SDS. Even in the highly centralized environment that is Egypt, marshalling the 2,800 administrative bodies that comprise State institutions, or even only the thirty-four Ministries, into a unified process of SDS implementation and performance monitoring will be an organizational management task of massive scale.

## Linking Performance and Expenditure Reporting



## IMPROVED EFFECTIVENESS OF SERVICES THROUGH ADMINISTRATIVE REFORM

Early in year two, the administrative reform agenda of the Government suffered a temporary setback when the newly elected House of Representatives, responding to enormous pressures from public sector labor syndicates, voted down the Civil Service Law originally adopted by the President on March 12<sup>th</sup>, 2015. The vote was 332 against and 150 in favor of the Law.

Below, the timeline of events is instructive in terms of the total impact on year-two activities of the Effective Planning and Services Project:

• HoR elections complete.....	Dec 02 '15		• EPSP conducts two workshops for Parliamentarians on the CSL.....	May 07 '16 & May 22 '16
• HoR inaugural session held.....	Jan 10 '16		• HoR Committee approves CSL....	Late Jun 2016
• HoR committee selections made.....	Jan 12 '16		• Full HoR approves CSL.....	July 25 2016
• HoR disapproves Civil Service Law.....	Jan 20 '16		• State Council revisions to HoR.....	August 2016
• GoE submits revised version of CSL...	Feb 13 '16		• HoR final approval expected.....	Week 1 Oct '16
• HoR completes internal rules.....	Week 2 Mar '16			

From a practical standpoint, other than providing direct expert consultation to the GoE on the various Parliamentary positions and working with the Supreme Committee on Administrative Reform, the Project was unable to continue its activities in support of the Civil Service Law from January 20<sup>th</sup> through September 2016 because of uncertainty over the shape the new Law might take, or even whether there would be a CSL at all.

Once the expected final approval is formally adopted by Parliament early in the coming period, essential tasks should be resumed including:

- Rewriting the previously completed executive regulations to reflect the changes in the Law made by the House of Representatives.
- Re-orientation of the key government stakeholders, such as the Central Agency for Organization and Administration; and the Minister's Administrative Reform Forum to the provisions in the final Law adopted in Parliament.
- Completion of a 360 degree performance appraisal procedure.
- Preparation of an early retirement incentive program. Initial proposals were completed in year two and presented to the Prime Minister on December 14<sup>th</sup>, 2015).

Notwithstanding the Parliamentary changes and delay in implementation of the Law, which resulted from the constitutionally prescribed exercise of democracy, the eventual adoption and activation of the CSL still stands as the foremost prospect for effective administrative reform in the near term and out-years.

### ***Support for the Implementation of the Civil Service Law***

Despite cessation of EPSP activity on the Civil Service Law immediately following the January 2016 disapproval by Parliament of the initial proposal, a considerable body of work was nevertheless completed during the first quarter of year two, October through December 2015. The results of this Project activity are still mostly applicable to the Law as finally adopted, although some marginal modifications will likely be necessary to accommodate the Parliamentary revisions to the CSL.

The summary on the following page compares key aspects of the Parliament-adopted version of the CSL with the pre-existing 1978 Law and Law 18 of 2015 which was in effect from the date it was decreed by the President (March 12<sup>th</sup>, 2015) until the day it was disapproved by the HoR (January 20<sup>th</sup>, 2016).

**Support for the Implementation of the Civil Service Law (continued)**

<b>Comparison Dimension</b>	<b>Law 47 of 1978</b>	<b>Law 18 of 2015</b>	<b>Approved Draft Law</b>
Performance Appraisal System	Traditional system that is based on employee behavior and attitude	Modern system which is based on the 360 degree appraisal concept	Each government agency will set its own system based on guidelines in the Executive Regulations
Recruitment System	Each government agency individually recruited based on regulations	Unified system designed and monitored by the CAO and implemented through CAO directorate offices in each Governorate	Unified system designed and monitored by the CAO and implemented through CAO directorate offices in each Governorate
Wage System	Wage comprised of 25 percent basic salary and 75 percent allowances (rewards that are decided by the heads of agencies)	Wage comprised of 75 percent basic salary and 25 percent rewards and allowances (as defined in the law and executive regulations with limited room for discretion)	Wage comprised substantially of basic salary and a complementary salary increment to be determined for each ministry by decree of the Prime Minister
Annual Wage Increase and Bonus System	Ad hoc approach of annual wage increase and universal bonus with low financial reward	Five percent annual increase	At least seven percent annual wage increase
Promotion System	Merit based system at the senior level and seniority promotion system at the lower level.	Merit based system at the senior level and a mixture of merit and seniority promotion systems at the lower level.	Merit based system at the senior level and a mixture of merit and seniority promotion systems at the lower level.
Early Retirement	Did not exist	Starting from the age of fifty (50)	Starting from the age of fifty (50)
Permanent Undersecretary	Did not exist	Constitutional requirement is now reflected in the law	Constitutional requirement is now reflected in the law
Human Resource Development (HRD)	Traditional personnel management system	Modern system applying HRD concept	Modern system applying HRD concept
Lead Institution for Civil Service Policy	Did not exist	Creates Civil Service Council headed by CAO Chair	Creates Civil Service Council headed by CAO Chair
Maternity Leave for Women	Three months	Four months (maximum three times during period of service)	Four months
Settlement after acquiring higher educational decree	Allowed according to the decision of each government institution	Made specific provision for an "education excellence bonus" pursuant to rules in the executive regulations	Allowed according to the decision of each government institution. Three year transition; then sunsets

### ***Support for the Implementation of the Civil Service Law (continued)***

To implement the new Law, the Central Agency for Organization and Administration will be tasked with delivering a large number of civil service examinations on a twice-yearly basis. Initially, the plan is for CAO to conduct these examinations on a regional basis from fourteen or fifteen of their governorate-level directorates and leadership development centers (LDC).

Following a desk review of regional office data and a major workshop last year involving one-hundred participants including the Chairwoman of CAO and three managers from each of the twenty-seven CAO governorates, a preliminary selection of fifteen potential examination centers was decided. Throughout October 2015, on-site field visits were conducted to each of these locations (enumerated below) by the EPSP information technology specialist and the manager of the Dewan Monitoring Department at CAO.

#### **Potential CAO examination centers visited during year-two:**

- |             |                  |                   |
|-------------|------------------|-------------------|
| • Cairo     | • South Sinai    | • Alexandria      |
| • Giza      | • New Valley     | • Minia           |
| • Port Said | • Assiut         | • Alexandria LDC  |
| • Aswan     | • Qena           | • Adeli LDC       |
| • Ismailia  | • Kafr El-Sheikh | • Salah Salem LDC |

Among the objectives of civil service reform is to improve the quality of the public sector workforce and to this end the Project has supported the development of professionally prepared civil service examination questions. A so-called “exam bank” will be established by CAO; the bank will be a type of repository for test questions that can be drawn upon to produce specific civil service examinations.

During year-two, the Project retained a team of subject matter experts to write initial exam question, briefing them during a full day of orientation covering instructional guidelines from the National Council for Examinations and Educational Evaluation (NCEEE) on October 10<sup>th</sup>, 2015. The experts prepared more than 20,400 questions intended for sixteen individual job clusters and also to measure general knowledge and aptitude for public sector employment.

On May 3<sup>rd</sup>, 2016, a workshop was organized to brief CAO’s twenty-seven governorate-level directorates on the status of the civil service law which was still under Parliamentary review at that time. The newly appointed President<sup>13</sup> of CAO addressed the workshop which was attended by nearly seventy participants.

All of the foregoing issues were discussed at a meeting of the Supreme Committee for Administrative Reform on August 9<sup>th</sup>, 2016 chaired by the Minister of MPMAR with participation from the Project; as discussed in more detail in the main body of this Qtr 4 FFY 2016 progress report.

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<sup>13</sup> This post had been unfilled since the revolution of January 25, 2011

## ***Enhanced and Expanded Coverage of Services for Citizens (CSC) and Businesses (AUDC)***

On December 26<sup>th</sup>, 2015, President Abdul Fattah Al Sisi appointed the new Governor of Aswan, replacing the former with whom the Project had been successfully cooperating since March 2015 in support of citizen service center expansion in his Governorate.<sup>14</sup> The new Governor has been a strong advocate for the technological applications to improve services to citizens and businesses. This goal of course, is the principal driver behind EPSP activities in Aswan, where the Project has piloted web-based capability for CSCs (to eventually be expanded nationwide) and is developing a utility data management and urban planning center (AUDC) employing geographic information system (GIS) mapping capability.

### Implementation of Citizen Service Center Expansion

Shortly after assuming his post, the new Governor hosted the opening ceremony at the citizen service center in the Governorate dewan which was developed with USAID support. The January 10<sup>th</sup>, 2016 ribbon cutting was officiated by the Prime Minister of Egypt, and attended by the Deputy Director of the USAID Office of Democracy and Governance. Along with the two new district-level centers established in Edfu and Daraw, and the technology upgrade for two already existing facilities in Aswan City and Nasr El-Nubia, all of which were completed during year-two, the USAID project has more than doubled the capacity in Aswan to serve its citizens through this model.<sup>15</sup>

During Qtr I FFY 2016, there was substantial EPSP presence in the field related to the run-up to the Aswan dewan CSC opening. Following a series of technical meetings and workshops from November 8<sup>th</sup> to the 12<sup>th</sup>, 2015 with departmental managers on the software application, several EPSP team visits were made during the second half of December 2015 to (i) support the final capacity building for CSC personnel; (ii) troubleshoot any last minute problems with the technical installation and (iii) prepare measures to raise awareness of the new service center.

This Center, having a total of nineteen<sup>16</sup> transaction stations or windows, is significantly larger than any of the CSCs previously supported by USAID through the Egyptian Decentralization Initiative during 2008 and 2009.

The five centers supported by EPSP in Aswan Governorate are now the initial components of a unified network that will eventually be expanded by the GoE to all current and to-be-developed citizen service centers nationwide. The core of this network is the MSAD datacenter established with USAID support and located in the Egypt Cyber Center (ECC) in Sixth of October City. The Project contracted with the National Management Institute (NMI), a partner of ECC, for the hosting and operation of the datacenter within the ECC site, providing a world-class, and ISO 27001 certified physical environment to host Egypt's new web-enabled citizen service center application. The Cyber Center, which partners with several major IT companies worldwide, has been operating in Egypt for fifteen years.

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<sup>14</sup> This change was part of a reshuffling of eleven of the twenty-seven provincial Governors. The ten other new appointments were made in Alexandria, Beni Suef, Gharbiya, Giza, Kafr El-Sheikh, Minya, Port Said, Qalyoubiya, Sharqiya, and Suez. Back on February 7<sup>th</sup>, 2015 the President appointed seventeen new Governors.

<sup>15</sup> A short-lived proposal to provide technology upgrades for the ten citizen service centers in Ismailia Governorate was abandoned when the required GoE approval for a memorandum of understanding could not be provided within the necessary timeframe.

<sup>16</sup> Two of these windows have been dedicated for use by the Aswan Utility Network and Urban Planning Data Center Data (AUDC) which will be located in the same building. In addition, two windows are reserved for special needs citizens and one window is designated to serve the elderly.

### Implementation of Citizen Service Center Expansion (continued)

The web-enabled application will provide citizens who have access to the internet with the option to receive the needed service without having to physically appear at their local center. The new application will not replace the existing brick-and-mortar centers but rather will complement those facilities, which will continue to offer an important opportunity for citizens to have face-to-face interaction with a representative from the government.

The current Governor of Aswan is implementing this face-to-face connection at the highest level of local administration. H.E. General Magdy Fouad Hegazy is utilizing the USAID-supported dewan citizen service center as a tool to establish direct contact between himself and the citizenry in his jurisdiction. From early on in his administration, the Governor has conducted a series of near-weekly meetings with citizens who have made application to address specific problems to the attention of the Governor. Since he initiated this procedure in February 2016, the Governor convened twenty-four such meetings with a total estimated attendance well in excess of one-thousand citizens.<sup>17</sup>

While it should be obvious that the Governor cannot resolve all problems all of the time, the symbolism alone of these citizen meetings is very strong, particularly in the Egyptian environment where perception often is that nothing gets done unless the highest level of officialdom handles it. In the Governor's own words, he seeks to enable citizens to "...to present their demands away from bureaucratic barriers and complexities".



**ABOVE: Aswan Governor addresses weekly citizen meeting - May 17, 2016 (68 citizens)**

**BELOW: Aswan Governor meets one-on-one at weekly citizen meeting – June 13, 2016**



The financial and operational sustainability of the citizen service centers has been an ongoing concern for the local sector for a number of years; mainly as a result of inadequate funding for personnel and maintenance. Accordingly, at the outset of year-two, the Project organized a large workshop in Nasr City involving CSC managers from ten governorates, and financial directorate managers working for the Ministries of Local and Administrative Development. Nearly fifty participants debated the issue on November 26<sup>th</sup>, 2016, citing the need for additional fees; special accounts and/or funding; and incentives for employees.

<sup>17</sup> The true number is probably closer to fifteen-hundred. Attendance data was absent for ten of the twenty-four meetings (forty-two percent). The actual head-count for the fourteen meetings for which data is available was eight-hundred twenty-eight.

### Implementation of Citizen Service Center Expansion (continued)

In summary, during the past year, and within the original period of performance for EPSP, the Project has completed all of its commitments for expansion of citizen services which were outlined, planned and agreed back in the summer of 2015. A number of improvements and new features were employed or introduced during this implementation in comparison to earlier USAID-supported centers through EDI:

- Foremost of course is the internet connectivity of these centers and potentially all CSCs nationwide with the new web-enabled software application piloted for the first time in Egypt by EPSP. This innovation will, in addition to providing significant service expansion, facilitate performance monitoring of the local units' delivery of services.
- Comprehensive outreach and awareness campaigns were launched, the main purpose of which were to inform the local population about the one-stop-shop service centers and what they had to offer. In Aswan banners were placed at central, high population-density, well-travelled locations and on public conveyances in advance of the opening of the dewan CSC; and informative brochures were placed within the facility.

In Edfu and Daraw, four public awareness sessions were organized with the help of citizen community groups. Over one-thousand participants in total attended the information sharing events.

- With support from the then-Governor of Aswan, an event was organized on December 13<sup>th</sup>, 2016 to present certificates to the eighty-five personnel from Aswan, Daraw, Edfu and Nasr El-Nubia who completed various modules of citizen service center training in preparation for their new career assignments. The event was widely covered by numerous local and national media, specifically El-Watan; El-Youm7; Dostor; Albawabh News; DotMasr; Al;-Ahram; Veto Gate; El-Fagr; El-Esbou; and El-Gorna.
- As referenced above, the Project introduced a dialogue with relevant authorities on the need for measures to ensure the long-term financial stability and organizational effectiveness of the citizen service centers. This issue can only be resolved by Government action and the Project will continue to emphasize its importance.



**Governor of Aswan with training participants  
December 13th 2015**

By the time year-two came to a close, the Project was able to obtain some statistical usage data on all of the three new CSCs established with USAID support, including the recent start-ups in Edfu and Daraw. The year-to-date data is summarized on the following page, and is consistent with earlier information following the opening of the dewan CSC in January; i.e. citizen complaints comprise a very high proportion of the total activity in these centers.

The existence of lots of citizen complaints is, of course, not good. However, the fact that the CSC provides a reliable mechanism for effective and efficient reporting on the complaints is excellent. One of the most important functions of the citizen service center is the facilitation and subsequent tracking of citizen complaints. Now, with the web-enabled capabilities implemented by EPSP, the enriched data available to the GoE will allow for better research, understanding and resolution of complaint reporting, on a real-time basis, as it is manifested in different jurisdictions and levels of local administration.

## Implementation of Citizen Service Center Expansion (continued)

### Year-Two Operating Statistics for Three New Citizen Service Centers in Aswan Governorate

	Dewan	Edfu	Daraw
Total transactions received:	7,167	226	229
Starting date:	Jan 19, 2016	Aug 7, 2016	Aug 7, 2016
No. of working days in the period:	174	37	37
Average number of transactions per work day:	41	6	6
No. of different transaction types:	63	19	15

#### Top five transaction types: used at each location:

Complaints	30.8%	32.7%	13.1%
*Request to attend public meeting with Governor	27.2%		
Request for employment	8.7%		
Request to establish a kiosk	2.7%		
Request for housing	2.5%		
Statement that a site is valid for construction		32.3%	30.1%
Request for utility connection		12.8%	41.9%
Reconciliation of a violation		4.0%	
General request		3.5%	
Building permit			4.8%
Notice of start of an activity			3.9%
All others	28.1%	14.7%	6.2%



**Citizens making inquiries about services at the  
Aswan Governorate citizen service center  
August 3rd 2016**

## Implementation of the Aswan Utility Data Management and Urban Planning Center (AUDC)

Both the previous and current Governors of Aswan had expressed to USAID a strong interest and commitment for development of a utility data management and urban planning center to serve the citizens and businesses in their Governorate. The precursor for this intervention was the highly-successful Center completed by the USAID Egyptian Decentralization Initiative in Beheira Governorate during 2010.

The AUDC will conduct field surveys using state-of-the art techniques including geographic information system (GIS) and global positioning satellite (GPS) technology, and radar to map underground utility infrastructure and produce other maps and planning information for government and business applications within the Governorate. The field data is transferred to computers and processed using the AutoCAD<sup>18</sup> design tool. The information system engineering staff, using ArcGis<sup>19</sup> software, produce the requested maps which are then provided to the client through the customer service department. Annex E to this report shows the technical configuration of the Center; a schematic depiction of the workflow process through the Center; and a summary listing of the services to be available at AUDC.

The synergy resulting from the close-by siting of the AUDC with the Dewan Citizen Service Center will create a high-tech comprehensive services complex within the Aswan Governorate headquarters. During year-two, the Project marked the following key steps toward realization of this Center, which has been cited as a USAID-Egypt priority:

- **Nov 10-11, 2015** EPSP team travels to Beheira for expert meetings to develop a technical solution for Aswan
- **Dec 01, 2015** EPSP delivers completed feasibility study for the Aswan Utility Data Management and Urban Planning Center
- **Feb 03, 2016** EPSP team completes positive, on-site assessment of BUDC personnel to serve as consultants for Aswan implementation
- **Feb 10, 2016** Approval received following Information Technology Program Optimization Review (ADS 548) conducted by the USAID Bureau of Management (formerly referred to as IRM approval).
- **Mar 20, 2016** Memorandum of Understanding for development of AUDC executed among EPSP and the Governor of Aswan
- **Apr 09-12, 2016** EPSP and Beheira consultants visit Aswan for three days to prepare an implementation plan.
- **Apr 17, 2016** Governor of Aswan issues Decree № 91 of 2016 placing responsibility for AUDC under the General Manager of the Information and Decision Support Center
- **Apr 18, 2016** Governor of Aswan issues Decree № 92 of 2016 authorizing establishment of AUDC
- **May 29, 2016** Purchase orders issues by EPSP for procurement of surveying, communication, IT and related equipment for the AUDC
- **Sep 25, 2016** Commenced seven weeks of training covering nine specialty skills for personnel who will staff the AUDC.

After several weeks of pilot operation and technical shakedown, the official opening of the AUDC will be scheduled during February 2017.

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<sup>18</sup> A computer-aided drafting software program used to create blueprints for buildings, bridges, etc.

<sup>19</sup> GIS system for working with maps and geographic information; used for creating and analyzing maps.

## COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION

The EPSP communication activities were almost exclusively engaged with the SDS Egypt 2030 program during the initial quarter of year two (September – December 2015). By the start of CY 2016, the Project was fully consumed with preparations for a major conference to introduce the Strategy to one-thousand guests on January 28<sup>th</sup>. This was to be chaired by the Prime Minister. Days before the event, it was cancelled by the Government in favor of a smaller conference at which the President himself presented the SDS Egypt 2030 to the Egyptian citizens via a nationwide television hook-up on February 24<sup>th</sup>.

Up to this point, the Project was applying all reasonable means to have the Ministry activate the SDS Egypt 2030 website and social media pages which had been prepared with USAID-EPSP support and personnel from the Project communication team. These efforts were to no avail until the day of the Presidential “launch” of the Strategy, at which time all such sites went live. Annex D to this quarterly and annual report includes some vital information and year-to-date statistics regarding these sites.

The communication activities of EPSP subsequently refocused on additional priority areas, especially in the sphere of capacity building for Ministry communication personnel. The objective here is to enable the Ministry to implement the SDS Egypt 2030 outreach and promotional tasks on a self-sustainable basis over the long term (presumably to 2030), including maintenance and updating of the website and social media. A detailed summary of the EPSP media capacity building program during FFY 2016 is provided on page No. 40 earlier in this section of the report.

Thirteen separate media capacity building events were organized with five different training providers during year-two, hosting a total of 133 trainee participants. Cognizant senior officials from the Ministry approved the various components of the program and nominated the candidates thereby assuring best outcomes from this effort. The thirteen courses in the aggregate involved more than four-hundred fifty person-days of training.

In addition, extensive awareness-raising, outreach and preparation of informational material has been employed by EPSP in connection with the completion of the citizen service center expansion program in Aswan Governorate. Initial measures in this regard were implemented beginning in December 2015 in connection with the January 10<sup>th</sup>, 2016 formal opening ceremony for the Aswan Dewan citizen service center which was hosted by the new Governor with the Prime Minister of Egypt officiating at the symbolic ribbon-cutting.

The preparations were extensive. As outlined earlier in this section of the report, street banners, measuring seventeen square meters were placed at strategic locations in the city and thirty-four smaller ones were mounted on public buses operated by the Governorate. Descriptive flyers were prepared for general distribution.

Later in the year during August, as the opening was being readied for the new centers in Daraw and Edfu, a broad outreach to the populations at large was organized in conjunction with community associations on the ground. More than eleven-hundred citizens attended four awareness-raising events in these two districts designed to inform the participants about the new centers, what they had to offer and to provide answers to questions from the audience.

## **COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION (continued)**

The Project has also been working closely with the Development, Outreach and Communications (DOC) team at USAID to prepare and document a number of success stories concerning EPSP activities at the local level. During FFY 2016, six success stories and personal interviews were posted on the USAID Facebook page. Following is a brief description of each of these Facebook posts and the links where the full text may be found:

### ***Professional Career Dreams Achieved***

The story of a twenty-nine-year-old female engineer in Aswan whose skills and training in mathematics and computers were being under-utilized in her government job as she was being assigned routine clerical and administrative tasks.

A life-changing opportunity emerged when Aswan Governorate opened the one-stop-shop, citizen service center in January 2016 with USAID support. This youthful woman, at a crucial juncture of her career, joined the IT department at the Center and is now serving in an important technical support position, fully utilizing her formal training with strong prospects for future advancement. Read more at <https://www.facebook.com/USAIDEgypt>

### ***USAID Leadership Training Supports the Hard Work of Committed Employees***

A second young woman, who is so completely dedicated to her work as a technical specialist at the Ministry that she commutes a total of four hours roundtrip every day from where she lives in Tanta to her job in Nasr City, was one of the eighty employees selected to participate in the USAID supported leadership training course organized for MPMAR.

The course, designed to groom the future leadership of the Ministry was a perfect fit for this candidate, who in her own words states “I have a dream and will achieve it only through hard work”. The training she received is the pathway to that dream.

Read more at <https://www.facebook.com/USAIDEgypt/posts/1181240865262010:0>

### ***A Study Tour Opens Doors***

A third young woman and future leader in the Ministry, currently an Economic and Commerce Specialist, was one of sixteen employees picked to attend the USAID-funded study tour to the Republic of South Africa. This was her first ever experience to travel outside of Egypt and she is making the most of this opportunity.

The planning tools observed in South Africa by the Egyptian visitors will be assessed and to the extent feasible will be adapted for Egypt and this woman will be one of those paving the way.

Read more at <https://www.facebook.com/USAIDEgypt>

### Project Success Stories and Personal Interviews Posted on USAID/Facebook Page (continued):

The following interviews took place on June 27<sup>th</sup>, 2016 during breaks at a USAID-EPSP and World Bank joint sponsored workshop on decentralization:

#### ***A Governor Supports Decentralization***

In this piece, the Governor of Sohag (pop. 4.6 million) speaks of his strong support for and readiness to implement constitutionally-mandated decentralization to empower local administration with greater responsibilities to address the needs of their citizens. The Governor discussed the strong need for capacity building (both at the local and Ministry level),<sup>20</sup> particularly leadership skills training and exposure to successful international experience.

Read more at <https://www.facebook.com/USAIDEgypt/?fref=nf>

#### ***A First-Time Parliamentarian Speaks about Decentralization***

A woman freshmen Member of the House of Representatives from Damietta Governorate (pop. 1.3 million) articulated the need on her part to fully understand what decentralization is...and is not...in order that she could “explain it to the people in my community”.<sup>21</sup> Significantly, she described among her functions, the importance of “setting expectations about government and its role”.

The Parliamentarian’s observation highlights the view of many that unfulfilled expectations following the January 25<sup>th</sup>, 2011 revolution represent a real and persistent concern on the Egyptian street.

Read more at <https://www.facebook.com/USAIDEgypt/?fref=nf>

#### ***The World Bank View of Local Government***

The Country Director of the World Bank speaks of the need for Egypt to learn how others around the world are empowering local governments to address citizens’ needs.<sup>22, 23</sup> After that, Egypt will have to agree on its own roadmap for decentralization based upon the local context, and a model suitable for the unique circumstances in this country.

Read more at <https://www.facebook.com/USAIDEgypt/?fref=nf>

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<sup>20</sup> A *Five-Year Capacity Building Strategy and Plan* for local administration was prepared during the Egyptian Decentralization Initiative. An update of the plan and initial implementation steps were begun under EDI 2 but were interrupted by the June 30 revolution.

<sup>21</sup> The spoken sentiments of this MP indirectly provide compelling vindication for the USAID democracy and governance supported parliamentary outreach activities under the Egyptian Decentralization Initiatives and now under EPSP. The role of the USAID projects has been to “inform” on complex issues, exactly what this Member says she needs.

<sup>22</sup> This interview took place during a break at the June 27<sup>th</sup>, 2016 Conference on “Decentralization and Local Administration Development: International Experience in the Context of Egypt. The Conference was a joint effort of the Ministry of Local Development, The World Bank and USAID. The Bank Country Director, along with the Minister of Local Development and the Director of USAID-Egypt, as well as the Chair of the Local Administration Committee of the House of Representatives delivered speeches at the Conference opening session.

<sup>23</sup> **Historical Note:** The Egyptian Decentralization Initiatives and EPSP have provided several international study tours to the Republics of Poland, Georgia, Turkey and South Africa since 2010 in an effort to do precisely what The World Bank Country Director is recommending here.

## CAPACITY BUILDING

The Project and its antecedents have an extensive history delivering successful capacity building programs which target the real needs of Government and the countless trainees who participated. This record was continued throughout year-two of EPSP implementation with completion of training modules that are highly relevant and important to the future success of the Ministry of Planning, Monitoring and Administrative Reform and the efforts of Aswan Governorate to improve citizen services. The major capacity building milestones during FFY 2016 included:

<b>Oct 04 2015</b>	Completion of customer skills training for Aswan citizen service centers
<b>Nov 15 2015</b>	Completion of English language training by AMIDEAST for seventy-nine young planners and other professionals from MPMAR
<b>Nov 30 '15 – Jun 30 2016</b>	Web-based CSC application for three-hundred forty participants from the five Aswan locations (Dewan, Aswan City, Daraw, Edfu and Nasr El-Nubia)
<b>Dec 13 2015</b>	Governor of Aswan presents training certificates to eighty-five citizen service center staff from Aswan, Daraw, Edfu and Nasr El-Nubia
<b>Dec 15 2015</b>	Contract awarded to OHK Consultants to organize an eight-day study tour to the Republic of South Africa
<b>Jan 14 2016</b>	Contract awarded to design and deliver training modules on preparation and analysis of feasibility studies
<b>Mar 03 – May 31 2016</b>	Start and completion of capacity building modules on preparation and analysis of feasibility studies
<b>Mar 06 2016</b>	Leadership Skills Training commenced for eighty young planners and other professionals from MPMAR. The training provider is CDS
<b>Apr 10 – 21 2016</b>	Fifty-two staff from the District of Daraw in Aswan receive OJT on the new web-based CSC software application; the training provider was Engineering for Integrated Systems (EIS)
<b>Apr 11 – 18 2016</b>	Sixteen government officials from MPMAR embark on an eight day study tour to the Republic of South Africa to observe advanced planning and local sector functions
<b>Apr 24 – May 10 2016</b>	Eighty-nine staff from the District of Edfu in Aswan receive OJT on the new web-based CSC software application. The training provider was EIS
<b>May 29 – Jun 1 2016</b>	Workplace behavior and ethics training for twenty Ministry personnel. Training provided by Business and Environmental Consultation Services
<b>Jun 16 2016</b>	The Minister of Planning, Monitoring and Administrative Reform chairs the post-study tour follow-on, featuring presentations by the attendees

The forgoing list does not include extensive media training courses provided for personnel from the communication offices of the Ministry (see preceding page No. 40 for details). Nevertheless, the training statistics for year-two are substantial, and could even be said to be impressive. Nearly twelve hundred participants attended fourteen separate capacity building activities this year. A total of 5,736 person-days of training for government employees were recorded. This means that throughout year-two, an average of twenty-three persons were attending EPSP capacity building events during each and every working day in this period.

## **CAPACITY BUILDING (continued)**

However, more important than the raw training statistics is the quality, content and relevance of the capacity building program delivered by USAID-EPSP. This metric is discussed in detail in the various EPSP quarterly reports, including the current one. To encapsulate these discussions and conclusions, it is useful to examine some of the individual training modules implemented by the Project in the past year.

### Feasibility Study Training

No capacity building could be more germane to the fundamental mission of the Ministry of Planning, Monitoring and Administrative Reform than this course which consisted of five days of training for each of two components: (i) preparation of feasibility studies, and (ii) understanding and analysis of completed studies. A training provider was selected following a competitive solicitation. Professional and accurate feasibility studies should be among the basic tools in formulating the national investment plan. These studies are one of the filters used in reaching a go-or-no-go decision about whether or not to fund investment projects in the budget.

The training provider designed a well-tailored, interactive training experience for the one-hundred fourteen participants who attended one or both of the two components (these included personnel from MPMAR and at least eight service ministries such as the Ministry of Transportation and the Ministry of Health etc.). Within MPMAR itself, the training targeted a large number of young planners and other professionals.

An additional consequence of this course is the fact that the Ministry is now well-poised to deliver the same training in the future. This could be for large numbers of participants from MPMAR and/or service ministries, including perhaps local and regional personnel, as the need may arise in coming periods.

### Leadership Skills Training

The Center for Development Services (CDS) prepared and delivered an extremely important capacity building module on leadership skills training for seventy young planners and other professionals from the Ministry. This course was especially notable because well over half of those who participated were women and since the objective of the training was to groom future government leaders, this is an essential step in attaining more gender equity at the higher rungs of the career ladder.

The majority of those selected for this activity are from the same cohort that participated in the ninety-hour English language training course delivered by AMIDEAST, also supported by USAID and EPSP, which was completed in November 2015 at the beginning of year two. In addition, most of this group also received one or both of the feasibility study training modules described above.

The leadership training curricula included development of the usual, commonly sought after, skillsets that are necessary in government or business venues. These include:

- Communication skills
- Negotiation skills
- Report writing
- Management
- Time management
- Leadership skills
- Presentation skills

Those participants who were fortunate enough to receive all three of the abovementioned courses have now completed an impressive training portfolio which should serve them exceedingly well as they progress through career development.

## CAPACITY BUILDING (continued)

Potentially, the most rewarding capacity building activity organized by the Project during year-two was the participatory training study tour to the Republic of South Africa from April 11<sup>th</sup> to April 18<sup>th</sup>, 2016.

Sixteen participants from the Ministry of Planning, Monitoring and Administrative Reform attended this observational study tour. The Ministry staff included two personnel each from MSAD and CAO, both of which are under the supervision of MPMAR in accordance with a Prime Ministerial decree in 2014. As with every USAID-supported study tour under EDI and EDI II, this event was a resounding success.

The eight-day trip was filled with relevant visits to RSA government institutions and other venues related to the interests of the Egyptian delegation. Nearly three dozen substantive meetings were included in the packed schedule. The participants were introduced to thirteen national, provincial and local government institutions and organizations in Pretoria, Johannesburg and Cape Town where they visited the Municipality of Drakenstein; the latter being of interest as a model for the use of integrated development plans.



*The Egyptian Deputy Minister of Planning, Monitoring and Administrative Reform meeting with her counterpart from South Africa, the Deputy Minister of DPME  
Pretoria – South Africa April 11th 2016*

The carefully scripted study tour schedule ensured that the institutions visited in South Africa would be highly significant for, and pertinent to the current issues facing the Egyptian visitors including, for example, the following:

- Department of Planning, Monitoring and Evaluation (DPME),
- Public Affairs Research Institute,
- Financial and Fiscal Commission,
- Department of Public Service and Administration,
- National School of Government, and
- Department of Women

The participants who provided evaluation feedback on the overall study tour, on average recorded a rating of **4.22** (on a scale of one-to-five) as to whether the event met their expectations (this average rating for the RSA study tour indicates substantial affirmation). All respondents agreed that their expectations had been met. The Deputy Minister of MPMAR, who led the delegation from Egypt, characterized the study tour as “...very fruitful and well organized”.

On June 16<sup>th</sup>, the Minister of Planning, Monitoring and Administrative Reform chaired a post study tour follow-on workshop for the participants and USAID. The event included a presentation for the Minister on the highlights of the trip by the EPSP Policy Coordinator, plus an opportunity for both the younger Ministry attendees and senior level officials to comment respectively on the experiential aspects of the visit and the expected outcomes from this EPSP-sponsored participatory training activity.

## PARLIAMENTARY OUTREACH

Working closely with Government of Egypt institutions, the Project was able to initiate Parliamentary outreach activities during EPSP year-two, shortly after the successful election of the new House of Representatives.

On January 31<sup>st</sup>, 2016, an introductory letter and background paper were delivered to the Secretary General of the Egyptian House of Representatives; expressing an offer of cooperation and describing the major EPSP activities. This letter outlined possible areas of Project support including (i) general skills development; (ii) workshops on specialized technical issues; (iii) planning and monitoring; (iv) administrative reform; and (v) local administration.

To help establish an important institutional connection<sup>24</sup> between the EPSP counterpart Ministries and their relevant committees in the Parliament, the Project conducted an intensive capacity building program during this reporting period for twenty-nine selected individuals from the Ministry, who would staff a new Parliamentary Affairs Units (PAU) within MPMAR.

The training was designed and delivered by the Public Affairs Research and Consultation Center (PARC), a highly regarded think-tank with an excellent reputation. The activity ran for ten consecutive days over a two-week period during February 2016; daily from 9:00 am to 4:00 pm, covering the following subject areas:

<b><u>Technical skills</u></b>	Nineteen separate sessions on technical skills, including topics such as information technology, national planning, Sustainable Development Strategy, the Egyptian administrative system and Constitution, and the national budget
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<b><u>Soft skills</u></b>	Ten separate sessions on report writing, social media, communication, presentation, networking and building trust
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The candidates for the Parliamentary Affairs Unit were carefully selected by the Minister and members of his senior staff.

During year-two, there were three especially active issues in the Parliament which presented an opportunity for engagement with the House of Representatives; the Project functioning at all times in conjunction with a counterpart Ministry:

1. The Sustainable Development Strategy Egypt 2030 which would frame the basis for the Government policy statement to the Parliament, and hence the subsequent affirmative vote of Parliamentary confidence in the GoE.
2. The Civil Service Law, which the House initially disapproved on January 20<sup>th</sup>, 2016 and was working on an alternative version they planned to adopt.
3. Local development, as the Parliament was considering adoption of a Local Administration Law in the face of pronouncements of forthcoming local council elections

Accordingly, the Project organized four workshops (see table on following page) for MPs which were propitiously timed to the Parliamentary deliberations on these matters.

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<sup>24</sup> It is vital for the GoE ministries to develop such units so that they will have a permanent vehicle for interaction with the Parliament on questions of new legislation and programmatic inquiries from the elected Parliamentarians.

## PARLIAMENTARY OUTREACH (continued)

Specifically, the April 5<sup>th</sup> workshop on SDS Egypt 2030 was conducted just nine days after the Prime Minister presented the Government policy statement to the House of Representatives, waving a copy of the Strategy from a podium; and reportedly the written text of the Prime Minister's statement tied the government's program directly to Egypt Vision 2030. On the flip side, fifteen days following the SDS workshop the House approved a vote of confidence in the Government, at least by implication accepting the policy statement delivered by the PM one month earlier.

Initial USAID-Sponsored Parliamentary Events	
Date	Title
Apr 05, 2016	Pillars of Sustainable Development Strategy: Egypt Vision 2030
May 07, 2016	The Civil Service System: Reality and Prospects
May 22, 2016	The Civil Service System: Reality and Prospects
Jun 27, 2016	Decentralization and Local Administration Development in Egypt: International and National Experience [jointly with The World Bank]

Similarly, the two EPSP workshops in May coincided precisely within the timeframe when the House of Representatives manpower committee was debating revised drafts of the CSL from the Government. The Committee approved a final version of the Law in June.

Finally, the jointly organized World Bank and USAID conference at the end of June was held in the context of local council elections having been recently announced for the end of 2016

Total Parliamentary participation at these four events during year-two included more than one-hundred sixty Members and staff. Fully one-hundred thirty-two individual members (or more than twenty-two percent of total House membership) have participated in one or more of these USAID sponsored EPSP activities.



**More than thirty Members of Parliament attended this workshop on decentralization organized by USAID-EPSP and The World Bank - June 27th 2016**

## GENDER MAINSTREAMING

As a general requirement, gender mainstreaming entails integrating consideration of gender balance into program designs and specifications. This was accomplished successfully during the third country study tour to the Republic of South Africa which was completed during April 2016.

The study tour request for proposals and the final subcontract executed by AECOM with the study tour service provider both emphasized the need for a gender component which would provide information on efforts of the Government to improve the status of women in South Africa. Accordingly, a session was organized for the study tour participants around the activities and mandate of the RSA Department of Women (DOW). The participants received a comprehensive presentation on the vision, mission and mandates of the Department (whose slogan is “Women United in Moving South Africa Forward”) as well as discussions on social and economic empowerment, outreach, and monitoring and evaluation.

The DOW also provided the Egyptian participants with copies of their five-year strategic plan 2015-2020 and an August 2015 comprehensive study entitled “The Status of Women in the South African Economy”.

Dealing with issues of gender equity are especially important for Egypt given the unprecedented challenge presented to the GoE by the powerful language in the text of Article 11 of the 2014 Egyptian Constitution, quoted to the right:

This language is a remarkable step forward from the previous, President Morsi-era Constitution of 2012, which included nothing even remotely close to this position. The unambiguous clarity of these provisions is further support for the notion that progress on gender equality is now more likely than at any time in the recent past. However, translating the ideals articulated in the Constitution into workable solutions will take commitment and support from the highest levels. The knowledge gained by the participants during the RSA study tour on gender equality in general and in specific international cases such as South Africa, can provide valuable insight in dealing with the issue in their professional interactions and daily life experience, as Egypt works to implement the very strong mandates in this Constitution.

It should be noted that approximately one-third of the more than seventy host representatives on the South African side of the study tour were women, as were nearly half of the Ministry participants who made the trip.

### **Constitution of the Arab Republic of Egypt Article № 11**

“The State shall ensure the achievement of equality between women and men in all civil, political, economic, social, and cultural rights in accordance with the provisions of this Constitution [emphasis added].

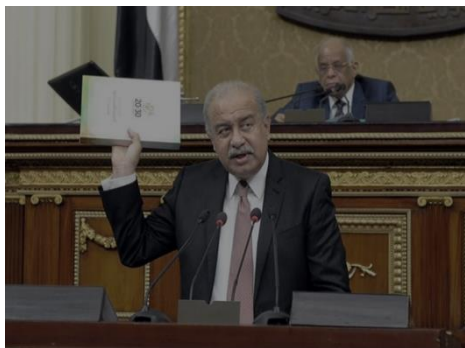
The State shall take the necessary measures to ensure the appropriate representation of women in the House of Representatives, as specified by Law. The State shall also guarantee women’s right of holding public and senior management offices in the State and their appointment in judicial bodies and authorities without discrimination.

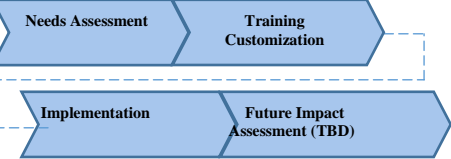

The State shall protect women against all forms of violence and ensure enabling women to strike a balance between family duties and work requirements.


The State shall provide care to and protection of motherhood and childhood, female heads of families, and elderly and neediest women.”

## COMPARISON OF PROJECT ACCOMPLISHMENTS TO DATE VS. PROJECT BENCHMARK AND OVERALL OBJECTIVE



**Objective: More effective performance of local governments in serving the needs of their citizens**



BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Support for the third phase of preparation of the Sustainable Development Strategy: SDS Egypt 2030</b></p>  <p><i>Prime Minister of Egypt Presenting the Government Policy Statement (and displaying a copy of the SDS Egypt 2030) at the Parliament March 27th 2016</i></p> <p>Implementation of the SDS Egypt 2030 will result in improvements for every local jurisdiction within Egypt; thereby advancing the objective of more effective performance of local government in serving the needs of their citizens.</p>	<p>The President of Egypt introduced the SDS Egypt 2030 during year two of EPSP implementation to a nationwide television audience on February 24<sup>th</sup>, 2016. Throughout the year more than eight hundred participants attended a variety of EPSP organized or supported events related to the Strategy; thirteen events in total.</p> <p>Arguably, the most important of these was the April 5<sup>th</sup>, 2016 workshop which was attended by eighteen Members of Parliament who were provided with a background briefing on SDS Egypt 2030. Earlier in March, the 2030 strategy was directly linked to the Government of Egypt policy statement delivered by the PM to the House of Representatives. Within two weeks of the April 5<sup>th</sup> workshop, the House overwhelmingly supported a vote of confidence in the GoE, thus at least tacitly concurring with the SDS Egypt 2030 which was the underlying direction of the policy statement delivered by the Government in March.</p> <p>During year two and contemporaneously with the February 24<sup>th</sup> introduction of the Strategy by the President, the SDS Egypt 2030 website and social media platforms went “live” in accordance with the plans and preferences of the Government. These communication and outreach tools were developed with EPSP technical and financial support. Some indicative year-to-date statistics related to the popular interest in the SDS Egypt 2030 website include:</p> <ul style="list-style-type: none"> <li>• Total number of users 61,120</li> <li>• New visitors 80.7%</li> <li>• Returning visitors 19.3%</li> <li>• Percentage females 45.8%</li> <li>• Percentage males 54.2%</li> <li>• Top age group 18-24 (Youth)</li> <li>• Top non-Egyptian users Saudi Arabia; Emirates; Russia; USA</li> </ul> <p>In order to assure long-term viability (at least fifteen years) of the Government effort to promote and implement the Strategy, the Project has provided four-hundred fifty one person-days of media training for personnel in the communication office of the Ministry. There are now twenty-seven professionally-trained staff to manage the SDS website, social media, press and other outside mass media relationships as the Government moves through the implementation phases of the Strategy.</p>

BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Additional support for the national planning process (i.e. beyond the support for strategic planning as in the SDS Egypt 2030)</b></p> <p><i>Phases of Leadership Skills Training Program Presented by the Center for Development Services</i></p>   <p><b>Regional Planning Office Workshop March 16th 2016</b></p> <p><b>Note:</b> nineteen planners from all RPOs and fourteen senior Ministry staff attended this event. Overall, sixty-six participants attended three EPSP workshops during year-two on improving the regional office system.</p>	<p>As requested by the Ministry, the EPSP Policy and Planning Senior Advisor continued to provide direct consultation during year two for MPMAR efforts to draft a first-ever unified planning law to harmonize the planning processes at the local, regional and national levels.</p> <p>Further EPSP support for the planning process takes two forms; i.e. specialized capacity building and expert technical assistance covering improvements to the current systems in place.</p> <p><b><u>Capacity Building:</u></b></p> <p>Three very significant training courses were completed during year two with most of the participants coming from the young cadre of eighty future leaders and planners at MPMAR and planning practitioners from sectoral ministries:</p> <ul style="list-style-type: none"> <li>• Completed November 2015. English language training for seventy-nine young planners and other MPMAR professionals.</li> <li>• Completed May 2016. Preparation and Evaluation of Feasibility Studies. One-hundred fourteen individuals completed the initial module (preparation) and half of these went on to the second part (evaluation). Eight line ministries now have professionally trained planners who can apply the rigorous measures learned in this course to the analytical work at their respective planning positions.</li> <li>• Completed August 2016. Leadership Skills Training provided to seventy-nine planners, more than half of whom were women and all of whom will potentially fill management and leadership positions at senior levels of Government or the private sector in the future.</li> </ul> <p><b><u>Technical Assistance</u></b></p> <p>The Project completed or substantially completed the following technical assistance activities during year two:</p> <ul style="list-style-type: none"> <li>• Uniform Automated Investment Project Request Template. The final draft report on this activity including project request forms vetted through Ministry experts and modified to reflect comments received, was submitted to the Deputy Minister of MPMAR on August 22<sup>nd</sup>, 2016. Taken together with improved feasibility studies (see above) these initiatives will lead to better decision-making on public sector investments.</li> <li>• Implementation Plan to Improve the Regional Planning Offices. The final report was submitted to the Deputy Minister of MPMAR on August 29<sup>th</sup>, 2016. This was the result of a year-long comprehensive on-site evaluation of the current status and needs assessment. A visit was conducted on March 2<sup>nd</sup>, 2016 to the RPO in Alexandria to review the existing IT infrastructure and need for training. More site visits followed during April and May 2016 to offices in the Delta, Upper Egypt South, Upper Egypt North and Assiut.</li> </ul> <p>On March 16<sup>th</sup>, regional planners and senior MPMAR staff attended a Cairo workshop to discuss challenges and opportunities. Additional workshops were conducted during August 2016 in Cairo, Assiut, Alexandria and Aswan to discuss the EPSP findings, conclusions and recommendations.</p>

BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Additional support for the national planning process (i.e. beyond the support for strategic planning as in the SDS Egypt 2030) - continued.</b></p>  <p><i>Example of the Graphics Used in Newly Designed Governorate-Level Citizen Guides on the Annual Investment Plan and Informing about SDS Egypt 2030</i></p> <p><b>Editorial Note:</b> EPSP activity on this task revealed serious issues with the fiscal data provided by the Ministry. The guides are being reproduced by EPSP with the correct information.</p>	<p><b>Technical Assistance (continued)</b></p> <ul style="list-style-type: none"> <li>Support for Citizen-Friendly Governorate-Level Investment Plans. In order to generate active citizen participation in the government planning policies and decisions that affect their lives, it is necessary that the population understand what programs are being supported and how they will be impacted at the local level. An initial step to accomplish this was completed by EPSP during year two with the preparation of newly-designed citizen guides to the national infrastructure investment plans in each of the twenty-seven Governorates for EFY 2015-2016 and 2016-2017.</li> </ul> <p>The guide provides one of the few links of any consequence for the citizen to their government in the highly centralized Egyptian system. The guide includes information on major projects within the Governorate and the various district jurisdictions which make up the Governorate. In addition, the distribution of investments is reported (i) by sector; (ii) across all seven planning regions nationwide; and (iii) within the governorates comprising the specific planning region targeted by any individual citizen guide. The public document is clear, concise, attractive and readily available to the citizen stakeholders.</p> <p>The foregoing additional support for improvements to the national planning process will advance the objective of more effective performance of local governments in serving the needs of their citizens; especially the (i) technical assistance for uniform project request templates; (ii) recommendations to improve the regional planning offices; and (iii) the redesigned Governorate-level citizen guides to infrastructure investment plans.</p>
<p><b>Support for the national planning process through improved public finance management</b></p> <p><b>Government Finance: Critical Issues*</b></p> <ul style="list-style-type: none"> <li>Line item budget (basic budgeting system / Program based budgeting)</li> <li>Annual budget (MTEF)</li> <li>Budgeting without ceilings (wish lists)</li> <li>Recurrent and investment budgets are not connected</li> <li>Considerable level of changes during execution phase</li> <li>Sector fragmentation and lack of strategic vision behind spending</li> <li>Very limited fiscal space</li> <li>Automation and auditing concerns</li> </ul> <p>*Excerpt from presentation “Public and Local Administration and Government Finance Status in Egypt: An Overview and EPSP’s Role”</p>	<p>This benchmark will be addressed through the EPSP activity to prepare recommendations on standardized unit costing approaches to develop the national plan. During August 2016 the Project delivered a draft explanatory technical report to the Ministry prepared by an expert consultant engaged for this assignment. The technical note entitled “Towards Full Controlled Implementation Protocol (CIP)” introduced a thirteen step approach outlining key points in a project life cycle; and defines the concept of Construction Coding System (CCS).</p> <p>While this submission goes beyond the unit costing assignment, the paper outlines important considerations that will need to be addressed longer-term to meet the goal of more effective application of public expenditures.</p> <p>The importance of public finance management is magnified in view of the credit agreement negotiated by the GoE with the International Monetary Fund (IMF) during this year. The IMF requirements likely will impose strong fiscal management practices on the Ministry of Finance.</p> <p>The EPSP Policy and Planning Senior Advisor delivered a presentation for USAID Washington during August 2016 entitled “Public and Local Administration and Government Finance Status in Egypt: An Overview and EPSP’s Role” which summarized the main public finance challenges facing the nation.</p>


BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Support for effective services through Civil Service Law Reform</b></p>  <p><i>Members of the House of Representatives rendering their opinions about the Civil Service Law, at an EPSP workshop in Cairo May 22nd 2016</i></p>	<p>Egypt now has a new Civil Service Law (CSL) representing a compromise solution between the Government and House of Representatives, and the Project actively participated in the achievement of this outcome during year two and before. Exercising its Constitutional prerogative, the House on January 20<sup>th</sup>, 2016 voted to disapprove the version of the Law adopted by the President in March 2015.</p> <p>More details are provided in the Year Two Annual Highlights section of this Report. However, probably the most important initiative by EPSP in response to the Parliamentary disapproval of the CSL was two workshops organized during May 2016 for Members of the House of Representatives. More than one-hundred individual MPs attended these events to receive briefings on the need for the Law and to hear Government responses to their concerns. Two months later the full house approved an amended version of the Law which preserved much of the intent of the original measure. If not for this Law, the Arab Republic of Egypt would be forced to continue managing its seven million central and local sector employees with an archaic legal framework dating back more than forty years.</p> <p>Because at least half of the public workforce is employed in local administration, rationalization of the civil service system as accomplished by the new Law assuredly will advance the overall objective of more effective performance of local governments in serving the needs of their citizens.</p>
<p><b>Enhanced and expanded coverage of Citizen Service Centers</b></p> <p><b>Aswan “Back Office” Departments Connected to the Governorate CSC</b></p> <ul style="list-style-type: none"> <li>• Legal Affairs</li> <li>• Public Relations</li> <li>• Political Communications</li> <li>• Executive Council Secretariat</li> <li>• Security</li> <li>• Quarries</li> <li>• Citizen Services</li> <li>• Follow-up Governor’s Office Affairs</li> <li>• Media</li> <li>• Tourism Board</li> <li>• Urban Planning</li> <li>• Village Construction &amp; Development</li> <li>• Environment</li> <li>• Central Statistics</li> <li>• Planning and Monitoring</li> <li>• Fleet</li> <li>• Investment</li> <li>• Administrative Affairs</li> <li>• Property</li> <li>• Economic Affairs</li> <li>• Youth Employment</li> <li>• Administrative and Financial Inspection Department</li> </ul>	<p>During year two, the Project completed all remaining obligations set forth for development of citizen service centers in the Memorandum of Understanding between EPSP and the Ministry of Administrative Development which was signed on August 31<sup>st</sup>, 2015. As a result, the people of Aswan Governorate now enjoy significantly enhanced and expanded coverage of citizen services.</p> <p>However, the potential reach of this intervention extends beyond the borders of Aswan to the entire nationwide inventory of some 140 standalone CSCs. In Aswan, the Project employed a new web-enabled CSC software application which is connected to an MSAD data center that will serve as the future hub for all citizen service centers in Egypt.</p> <p>Citizens will be able to access services through the internet, avoiding the need to physically travel to a CSC location. Furthermore, the Ministry will be able for the first time to measure and monitor the performance of service delivery throughout what will become a true national network. The CSCs will nevertheless remain essentially a distributed collection of individual local service providers.</p>

BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Communications and outreach</b></p>  <p><i>Citizens of Edfu participating in a USAID-EPSP sponsored awareness raising event for CSCs August 23rd 2016</i></p>	<p>In addition to the foregoing communication, media and outreach activities related specifically to SDS Egypt 2030; and the extensive capacity building opportunities developed for the communication and media offices in the Ministries, the Project has:</p> <ul style="list-style-type: none"> <li>• Collaborated with USAID to produce six success stories or other postings on the Mission website; and</li> <li>• Successfully engaged hundreds of Aswan citizens in awareness raising events about the expanded services now available in their Governorate and districts.</li> <li>• Developed fresh graphic designs which will adorn the new CSC information flyers, brochures and banners as well as Governorate-level citizen guides to the investment plan.</li> </ul>
<p><b>Local participation</b></p>  <p><b>Addresses for the SDS Egypt 2030 website and all SDS social media locations developed with EPSP support</b></p> <p><b>Website:</b>  <a href="http://sdsegypt2030.com/">http://sdsegypt2030.com/</a></p> <p><b>Facebook:</b>  <a href="https://www.facebook.com/sdsegypt2030/">https://www.facebook.com/sdsegypt2030/</a></p> <p><b>Twitter:</b>  <a href="https://twitter.com/SDSEgypt2030">https://twitter.com/SDSEgypt2030</a></p> <p><b>Instagram:</b>  <a href="https://instagram.com/sdsegyptvision2030/">https://instagram.com/sdsegyptvision2030/</a></p> <p><b>Google Plus:</b>  <a href="https://plus.google.com/u/0/115889359398850774141/posts">https://plus.google.com/u/0/115889359398850774141/posts</a></p> <p><b>LinkedIn:</b>  <a href="https://www.linkedin.com/m/company/10494389/">https://www.linkedin.com/m/company/10494389/</a></p> <p><b>YouTube:</b> <a href="https://www.youtube.com/channel/UCIewQS_xcJhEhOwMDEFJFXw">https://www.youtube.com/channel/UCIewQS_xcJhEhOwMDEFJFXw</a></p>	<ul style="list-style-type: none"> <li>• The most extensive efforts to promote citizen and local participation have been related to the SDS Egypt 2030 with the goal being to launch and implement the initiative as the “peoples’ strategy”. As detailed previously above and in other sections of the main narratives in this report, popular participation was accomplished through numerous awareness-raising workshops, and development of an SDS Egypt 2030 website and several social media platforms.</li> <li>• In addition, working with local community organizations, the Project undertook a campaign during year two to engage local participation among the citizens of Aswan in the opportunity for services being offered the new CSCs. The dissemination of information through various gatherings organized by EPSP will certainly contribute to a future, more active role for the Centers in Aswan.</li> <li>• The entire motivation driving the EPSP activity (now completed) to prepare a more citizen-friendly guide for Governorate level investments was to facilitate local participation. If there is to be constructive citizen input into the planning process, the people must first have some basis to understand the existing resource allocation decisions and limitations. This is the purpose of the citizen guide.</li> <li>• Significant progress to achieve the objective of more effective performance by local government will require greater citizen participation on the front-end of the planning process as well. To this end, the EPSP final recommendations for the regional planning offices include the need for communication with citizen and community organizations to initiate participation in planning decisions.</li> </ul>
<p><b>Capacity building to support EPSP technical assistance activities</b></p>	<p>The Project completed capacity building activities as indicated below in support of EPSP technical assistance:</p> <p><u>Support for the National Planning Process</u></p> <ul style="list-style-type: none"> <li>• English language skills training for new cadre of planners</li> <li>• Preparation and Evaluation of Feasibility Studies</li> <li>• Leadership Skills Training</li> <li>• Workplace Behavior and Ethics</li> </ul>

BENCHMARK	PROJECT ACCOMPLISHMENTS
<p><b>Capacity building to support EPSP technical assistance activities (continued)</b></p>  <p><i>The then Governor, with 85 participants after presentation of CSC training certificates at Aswan Governorate – December 13th 2015</i></p>	<p>The Project completed capacity building activities as indicated below in support of EPSP technical assistance (continued):</p> <p><u>Support for Outreach and Communication</u></p> <ul style="list-style-type: none"> <li>• Specialized Social Media</li> <li>• Website Management</li> <li>• Adobe Photoshop</li> <li>• Adobe InDesign</li> <li>• Video and Photography</li> <li>• E-Marketing Strategies</li> <li>• Website and Social Media</li> <li>• Adobe Illustrator</li> <li>• Adobe Premiere</li> <li>• Media Skills Transfer</li> </ul> <p><u>Support for Citizen Service Center Expansion</u></p> <ul style="list-style-type: none"> <li>• Customer Service Skills Training</li> <li>• Technical Web-Based Application Training</li> </ul>
<p><b>Participatory training – international study tours</b></p>  <p><i>The EPSP study tour delegation to the Republic of South Africa (20 strong) at the Union Palace Pretoria; April 12th 2016</i></p>	<p>Complete coverage of the eight-day EPSP study tour to the Republic of South Africa during April 2016 is provided in the main body of the Annual Highlights section of this report; here we describe how this accomplishment relates to the overall objective of more effective performance of local government in serving the needs of citizens.</p> <p>The study tour participants were introduced to thirteen national, provincial and local government institutions and organizations in Pretoria, Johannesburg and Cape Town where the visits included the Municipality of Drakenstein; the latter being of interest as a model for the use of integrated development plans.<sup>25</sup></p> <p>Throughout the study tour, presentations were provided on a number of local topics, including:</p> <ul style="list-style-type: none"> <li>• Urban Development in Cape Town</li> <li>• Tools and methodologies employed by the Western Cape Local Government, such as: <ul style="list-style-type: none"> <li>– Integrated Management,</li> <li>– Municipal Monitoring, and</li> <li>– A Differentiated Model for Municipal Support</li> </ul> </li> <li>• Briefing from the Department of Planning, Monitoring and Evaluation on the Local Government Management Improvement Model (LGMIM)</li> </ul> <p>Effective performance was a major theme in the forgoing discussions and the study tour participants gained some new perspectives on these issues not otherwise readily available to them back in Egypt. Upon their return from the trip, the Minister directed the participants to find ways of applying this knowledge to solve problems at home.</p>

<sup>25</sup> **Historical note:** A highly successful participatory “integrated district development planning” (IDDP) model was piloted in six districts in Assiut, Beheira and Qena during implementation of EDI. Regrettably, at that time (pre-Arab spring) the GoE could not be convinced to scale up the program beyond the initial pilots, despite a strong written endorsement on December 28<sup>th</sup>, 2008 from the then First Deputy Minister of the National Investment Bank who argued that the program should be expanded.

BENCHMARK	PROJECT ACCOMPLISHMENTS																											
Capacity building for Local Councils	This benchmark to be addressed following re-establishment through popular election of the local councils as required in the Constitution.																											
Strengthening the awareness and knowledge of Parliamentary committee members	<p>The Project wasted little time in organizing an initial workshop for Parliamentary committee members following completion by the HoR of their internal rules and protocol during the second week of March 2016. In all, four strategic workshops were organized during year two with Parliamentary participation:</p> <table><tr><th colspan="3">Initial USAID-Sponsored Parliamentary Events</th></tr><tr><th>Date [2016]</th><th>Title</th><th>MPs Attending</th></tr><tr><td>Apr 05</td><td>Pillars of Sustainable Development Strategy: Egypt Vision 2030</td><td>18</td></tr><tr><td colspan="3">This event was significant because fifteen days later on April 20th the HoR approved a vote of confidence in the Government based on the PMs policy statement which was centered around the SDS Egypt 2030 Vision</td></tr><tr><td>May 07</td><td>The Civil Service System: Reality and Prospects</td><td>51</td></tr><tr><td>May 22</td><td>The Civil Service System: Reality and Prospects</td><td>71</td></tr><tr><td colspan="3">The civil service system workshops were particularly timely and relevant as they were conducted in the midst of the HoR deliberations on the CSL</td></tr><tr><td>Jun 27</td><td>Decentralization and Local Administration Development in Egypt: International and National Experience<sup>26</sup></td><td>32</td></tr><tr><td colspan="3">This workshop is of direct significance to the objective of more effective performance of local governments in serving the needs of their citizens</td></tr></table>	Initial USAID-Sponsored Parliamentary Events			Date [2016]	Title	MPs Attending	Apr 05	Pillars of Sustainable Development Strategy: Egypt Vision 2030	18	This event was significant because fifteen days later on April 20th the HoR approved a vote of confidence in the Government based on the PMs policy statement which was centered around the SDS Egypt 2030 Vision			May 07	The Civil Service System: Reality and Prospects	51	May 22	The Civil Service System: Reality and Prospects	71	The civil service system workshops were particularly timely and relevant as they were conducted in the midst of the HoR deliberations on the CSL			Jun 27	Decentralization and Local Administration Development in Egypt: International and National Experience <sup>26</sup>	32	This workshop is of direct significance to the objective of more effective performance of local governments in serving the needs of their citizens		
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Left to Right: USAID Egypt Mission Director; Chairman of the House of Representatives Local Administration Committee; Minister of Local Development; and World Bank Country Director for Egypt, Yemen, and Djibouti  
Jun 27th 2016 – EPSP and World Bank Workshop on Decentralization



*Left to Right: USAID Egypt Mission Director; Chairman of the House of Representatives Local Administration Committee; Minister of Local Development; and World Bank Country Director for Egypt, Yemen, and Djibouti  
Jun 27th 2016 – EPSP and World Bank Workshop on Decentralization*

<sup>26</sup> This event was jointly organized between EPSP and The World Bank.

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## **ANNEX A: MONITORING AND EVALUATION (M&E)**

This Annex is the quarterly monitoring and evaluation report update for the fourth quarter of FFY 2016 required in Section F.5(2) of the EPSP contract between AECOM and USAID, and is included as a standalone document in this Annex to the Quarterly Progress Report for that period.

The table included below is a summary of the official performance management plan (PMP) indicator table prepared for USAID and therefore represents the core of the EPSP monitoring and evaluation plan. However, as opportunities arise during implementation of the Project to identify additional indicators, these will be tracked as informal performance measures to supplement the monitoring and evaluation report.

As shown in the table below, the Project met the FFY 2016 targets set for the number of individuals who received USG-assisted training; training a total of 867 people. The trainings given all aimed to increase the participant's knowledge and skills needed to excel in their current positions and in turn help the government to provide better service to the citizens of Egypt. Customer Service training gave the Citizen Service Center employees ability to better assist the people of the Aswan Governorate. The Feasibility Study training provided the employees of the different Ministries with the ability to ensure that government funds are allocated more effectively. The Workplace Behavior and Ethics training gave senior Ministry staff the skills to better manage their subordinates, increasing productivity.

It should be noted that the total number of individuals trained in previous quarters of this year have been corrected to reflect an error found in the training database. This has been fixed and the numbers have been updated to reflect the actual data.

Despite the fact that the Parliament was only seated in January the annual target for the number of national legislators and legislative staff attending USG-sponsored events was also met. Further work with the Parliament is expected over the next year.

The Government Effectiveness Index (GEI), as measured and reported by The World Bank, is included in this Monitoring and Evaluation Plan at the explicit request of USAID. The index being used here is the percentile rank among all countries ranging from zero (lowest) to 100 (highest). The 2015 ranking of Egypt was 22.12, an increase from last year's score of 20. The actual absolute index calculated by The World Bank is a numerical value ranging from minus 2.5 (lowest) to plus 2.5 (highest). The index for Egypt on this absolute scale is minus 0.76 (2015 value).

The Project continued support throughout the FFY 2016 on the Civil Service Law and the Unified Planning Law, both of which have important implications for the local sector, and therefore on decentralization. On the Unified Planning Law, the EPSP Policy and Planning Senior Advisor has been providing technical assistance and consultation as and when requested by the Minister of MPMAR. With respect to the Civil Service Law, on November 8<sup>th</sup>, 2015, the Prime Minister issued Decree No. 2912, approving implementation of the Executive Regulations, which was prepared with EPSP support. Further, during May 2016, the Project conducted two workshops for the House of Representatives, which had disapproved the Law in January, to respond to issues and questions. In the following month, the House Manpower Committee approved a final version of the Law. The Project will be providing technical assistance to the Ministry as they rewrite the executive regulations early in the new fiscal year. In addition, EPSP began discussions with the Ministry of Local Development regarding the passage of the new Local Administration Law. Again, the Project will be working further on this law in the coming year.

## MONITORING AND EVALUATION (M&E) – continued

In this quarter, the Project provided assistance to twenty-seven additional sub-national government entities to improve performance. This brings the total number of sub-national government entities receiving assistance to 33, exceeding the annual target of 29. The EPSP team held workshops attended by the Governorates' General Planning Managers from 27 governorates. These workshops briefed the managers on the SDS 2030 and trained them on how to use the new Public Investment Forms. This training gave the knowledge needed to fill out the forms necessary to request public funds to be used on projects in their governorates. These forms also link all requested projects to the SDS indicators, allowing for easier monitoring of the progress of the SDS.

For Egyptian Fiscal Year 2016, the local expenditure as a percentage of the national expenditure is 14.27 percent. This is a decrease of approximately one percent from last year's expenditure. Forecasts suggest this percentage may decrease again next year.

### USAID PERFORMANCE INDICATORS FOR EPSP

Performance Indicator		Planned Targets vs. Actual									
Note: 2013 baseline data refers to EDI II <u>not</u> EPSP	2013 Baseline	FFY 2015					FFY 2016				
	Actual	Plan	Actual				Plan	Actual			
			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4
Number of national legislators and legislative staff attending USG-sponsored training or educational events			The initial quarter of FFY 2015 (total of eleven weeks) was almost exclusively devoted to monitoring and evaluation data was collected.								
Male	67	- 0 -		- 0 -	- 0 -	- 0 -	50	- 0 -	- 0 -	103	- 0 -
Female	10	- 0 -		- 0 -	- 0 -	- 0 -	20	- 0 -	- 0 -	34	- 0 -
<b>TOTAL</b>	<b>77</b>	<b>- 0 -</b>		- 0 -	- 0 -	- 0 -	70	- 0 -	- 0 -	137	- 0 -
Number of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization											
Male	1,999	45		- 0 -	- 0 -	52	400	124	109	119	157
Female	1,774	45		- 0 -	- 0 -	46	400	124	93	92	49
<b>TOTAL</b>	<b>3,773</b>	<b>90</b>		- 0 -	- 0 -	<b>98</b>	<b>800</b>	<b>248</b>	<b>202</b>	<b>211</b>	<b>206</b>
Local expenditure as a percent of national expenditure (this data is available on an annual basis only)	13.8%	N/A			15.4%				14.27%		
Number of laws or amendments promoting decentralization drafted with USG assistance	2	2		1	2	- 0 -	2	2	2	2	2
Number of sub-national government entities receiving assistance to improve their performance	1,369	5		- 0 -	5	5	29	1	1	4	27
World Bank Government Effectiveness Index - Percentile rank among all countries [ranges from 0 (lowest) to 100 (highest) rank]. Data available only annually	19.62	N/A		NA	NA	20	N/A	N/A	N/A	N/A	22.12

## MONITORING AND EVALUATION (M&E) – concluded

The Project measures additional indicators in relation to the EPSP capacity building programs beyond those required for USAID monitoring and evaluation reports. These include traditional training course evaluations as recorded by the participants and quality of training metrics as measured in pre-and post-training examinations.

The main indicator reported to USAID is the number of individuals, by gender, that receive any training in a given year, counting that individual only once in that year irrespective of whether she or he participated in additional, different trainings. Not only does this methodology miss the programmatic benefits that would likely result from multiple training opportunities, it does not account for training duration. The latter point can be illustrated using two trainings recently completed by EPSP:

Wessam, for illustrative purposes, participated in the EPSP leadership skills training course. This involved twenty days of classroom instruction over a seven week period. Ahmed, on the other hand was enrolled in the Workplace Behavior and Ethics training which lasted for only three consecutive days. The USAID counting methodology does not distinguish between these two vastly different training experiences; Wessam and Ahmed are simply recorded as receiving training once.

There is good rationale for this counting method in that it does record the number of different people who received training, and it can be totaled without duplication.

To deal with this issue, the Project employs a counting methodology that records the aggregate number of person/days of training. In our fictitious example, Wessam would have clocked twenty person-days, and Ahmed only three; but USAID statistics would have seen them the same.

The Project calculates and reports on the number of person-days of training recorded for each capacity building activity. Obviously, there is a significant difference between an individual receiving one day of training as compared to five days, for example.

Number of person-days of EPSP training recorded during:

— Fourth quarter FFY 2016	1,608
— Year-to-date	5,736
— Inception of EPSP to-date	6,957

## **ANNEX B: PROGRESS TOWARD EXPECTED RESULTS AS OF SEPTEMBER 30, 2016**

The expected results described in this annual progress report should be attainable over the life of the Project; assuming that the Government of Egypt (GoE) institutions with which EPSP will work, support USAID in implementing targeted activities.

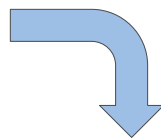
The following pages present summary and detailed information on progress toward achievement of expected results as required in the EPSP contract. The information herein will be updated quarterly to keep pace with progress throughout Project implementation.

This section begins with the results framework approved as part of the EPSP Monitoring and Evaluation Plan (see succeeding page No. 82). This is followed by a summary table listing each of the twenty expected results defined for EPSP with brief notes about the current status (see pages No. 83 to 85).

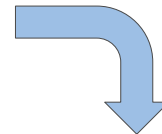
Finally, this section of the Qtr 4 FFY 2016 progress report includes one or more pages for each of the twenty expected results describing cumulatively over time the (i) EPSP *planned or completed inputs* which are intended to achieve the specified result; (ii) accomplishments to-date in achieving said result; and, (iii) interim results recorded up to that point.

In short, the following pages provide not only an important status report for USAID on progress toward achieving expected results, but also equally significant road map which the Project will follow to satisfactorily meet the expectations set forth in the EPSP work plan.

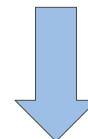
### **RESULTS FRAMEWORK**



### **EXPECTED RESULTS SUMMARY**



### **EXPECTED RESULTS DETAIL**

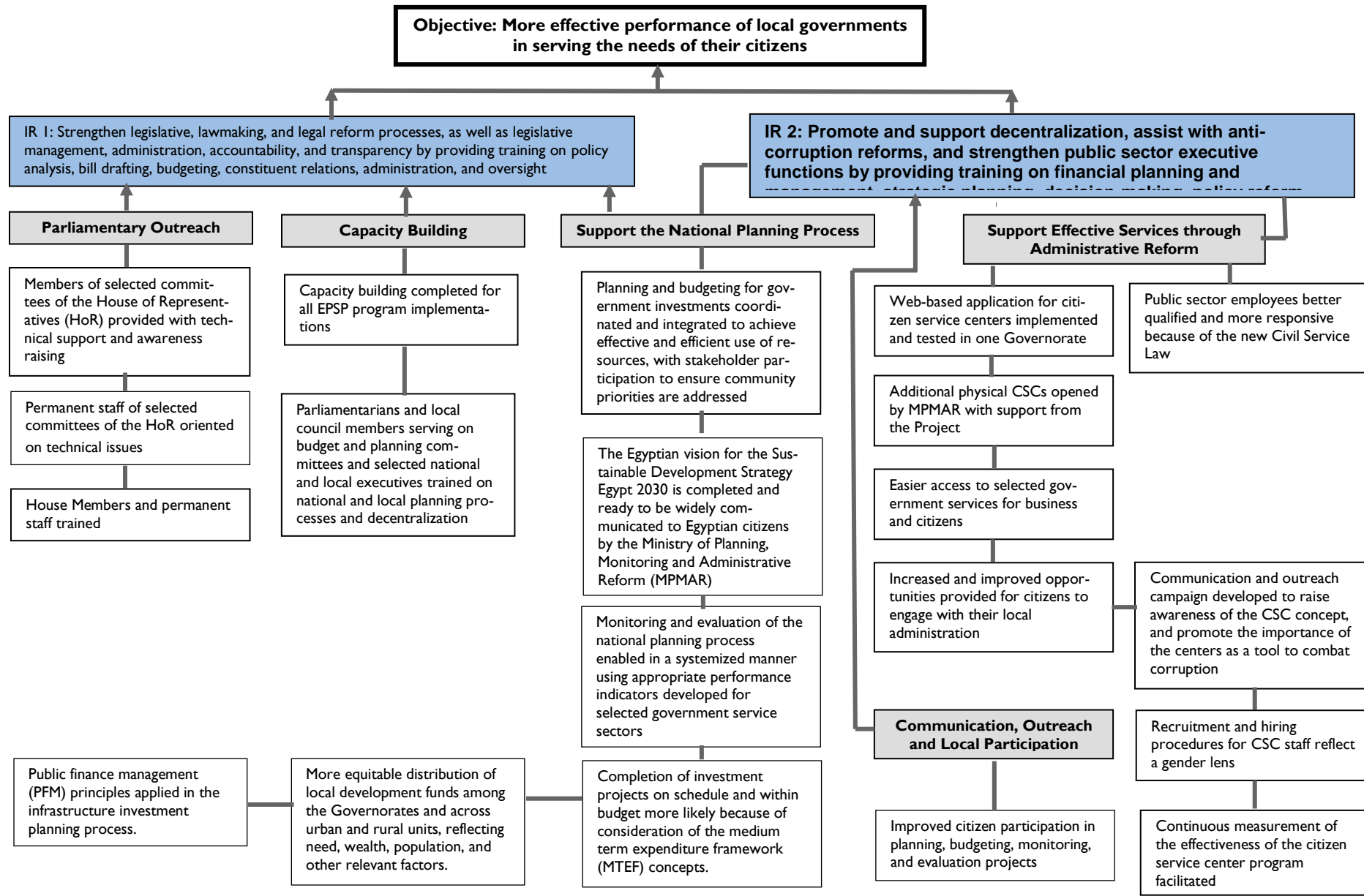


### **EPSP PLANNED OR COMPLETED INPUTS**

**CAPACITY BUILDING  
OTHER INTERVENTIONS  
ACCOMPLISHMENTS  
INTERIM RESULTS**

### **FINAL RESULTS**

## RESULTS FRAMEWORK



## EXPECTED RESULTS SUMMARY REPORT

### Objectives and Expected Results:

The expected results to be achieved during the Effective Planning and Services Project are delineated in the Work Plan Revision approved by USAID-Egypt on April 7<sup>th</sup>, 2016

EPSP EXPECTED RESULTS WORK PLAN REVISION (APPROVED BY USAID APRIL 7th 2016)		STATUS (JUNE 30th 2016)
SUPPORTING THE NATIONAL PLANNING PROCESS		
Sustainable Development Strategy Egypt 2030 Enhanced Participatory Mechanisms Technical Support for MPMAR (Key Performance Indicators for the National Plan) Improved Coordination of Planning and Financial Decisions in the Investment Budget		
Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed	A detailed work plan to achieve this result through technical assistance and capacity building has been agreed among USAID, the Project and the Minister of MPMAR	
The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)	Result successfully achieved. Support will continue as may be necessary.	
Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors	Result successfully achieved. Support will continue as may be necessary.	
Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts	MPMAR study tour to RSA covers issues and presentations on medium term planning and integration of budgeting and planning processes. Possible MoU with MoF.	
More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors	Joint workshop 6/27/16 with Ministry of Local Development (MoLD) and The World Bank on decentralization and local administration. Draft MoU in discussion with MoLD.	
Public finance management (PFM) principles applied in the infrastructure investment planning process	MPMAR study tour to RSA covers issues and presentations on medium term planning and integration of budgeting and planning processes	
PROVIDING EFFECTIVE SERVICES		
Support for Effective Services through Administrative Reform including Civil Service Law (CSL) Reform		
Public sector employees better qualified and more responsive because of the new Civil Service Law	After initial rejection of the CSL in January 2016 the HoR approved on October 4 <sup>th</sup> , 2016 a new version negotiated with the GoE. Civil service examination questions handed over to CAO by EPSP on October 5, 2016. Retreat for CAO to draft executive regulations organized October 5-7, 2016. Workshop for CAO local units conducted in Cairo November 2-3, 2016.	

<b>EPSP EXPECTED RESULTS WORK PLAN REVISION</b> (APPROVED BY USAID APRIL 7th 2016)	<b>STATUS</b> (JUNE 30th 2016)
Enhancing and Expanding the Coverage of Citizen Services Centers	
Web-based application for citizen service centers implemented and tested in one Governorate	<b>Result successfully achieved. Support will continue as may be necessary</b>
Additional physical citizen service centers (CSC) opened by MPMAR with support from the Project	<b>Result successfully achieved. Support will continue as may be necessary</b>
Easier access to selected government services for business and citizens	Web-based app to be available for 50 locations nationwide through MSAD data center. First of three additional CSCs opened in Aswan 1/10/16 Feb 12 <sup>th</sup> , 2016 cornerstone ceremony for business investment center funded by GAFI
Increased and improved opportunities provided for citizens to engage with their local administration	Web-based app to be available for 50 locations nationwide through MSAD data center. Feb 12 <sup>th</sup> , 2016 cornerstone ceremony for business investment center funded by GAFI. Aswan Governor met with 828 citizens at weekly meetings (Feb-Sept 2016)
Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the importance of the centers as a tool to combat corruption	Press release issued by Aswan Governor's office promotes anti-corruption attributes of the CSC (Sep 15 <sup>th</sup> , 2015). Extensive outreach campaign by EPSP continues into July 2016. Four workshops during August 2016 in Edfu and Daraw draw 1,100 participants
Recruitment and hiring procedures for CSC staff reflect a gender lens	Initial recruitment screening resulted in a candidate cluster including 49 percent female. The final count on employees at the Aswan Dewan CSC shows that women comprised 79 percent of the front-office employees, one of which is the Acting CSC Manager.
Continuous measurement of the effectiveness of the citizen service center program facilitated	Ministry Project Manager tasked with this responsibility in MoU between MSAD and EPSP. Workshop on CSC sustainability held 11/26/15. Web-based application permits continuous measurements and analysis by decision makers.
<b>COMMUNICATION, OUTREACH AND LOCAL PARTICIPATION</b>	
Improved citizen participation in planning, budgeting, monitoring, and evaluation of projects	Second draft of a citizen-friendly governorate investment plan (using Cairo as a sample) was submitted to MPMAR on Feb 16 <sup>th</sup> , 2016. Update: the citizen guides for EFY 2015-16 for all governorates, including Aswan were completed during September 2016.

<b>EPSP EXPECTED RESULTS WORK PLAN REVISION</b> (APPROVED BY USAID APRIL 7th 2016)		<b>STATUS</b> (JUNE 30th 2016)
<b>CAPACITY BUILDING</b>		
Capacity building completed for all EPSP program implementations		<p>Basic and advanced computer training for Aswan CSC program implementation completed during 4th QTR 2015. Customer service training completed in five Aswan Districts</p> <p>Feasibility study training completed during 3rd QTR FFY 2016. Leadership skills training completed during 4th QTR. Observational study tour to Republic of South Africa conducted April 2016. Workplace Behavior and Ethics course (three days) completed Jun 2016.</p> <p>Thirteen media and outreach capacity building courses have been completed.</p>
Parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization		<p><b><u>Members of Parliament:</u></b> Four events conducted with 137 MPs and permanent staff covering SDS Egypt: 2030; CSL and decentralization and local administration during 3rd QTR 2016)</p> <p><b><u>Local Council Members:</u></b> Not started. Implementation to begin after these bodies are elected</p>
<b>PARLIAMENTARY OUTREACH</b>		
Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness raising		Letter and background paper on EPSP delivered to Secretary General. of HoR on Jan 31 <sup>st</sup> , 2016. Four events conducted with 137 MPs and permanent staff covering SDS Egypt: 2030; CSL and decentralization and local administration during 3rd QTR 2016)
Permanent staff of selected committees of the HoR oriented on technical issues		See above
House members and permanent staff trained		See above

## ACTIVITIES AND EXPECTED RESULTS

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support the National Planning Process***

1. Planning and budgeting for government investments coordinated and integrated to achieve effective and efficient use of resources, with stakeholder participation to ensure community priorities are addressed

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓ Study tour to the Republic of South Africa
  - ✓ English-language training provided to planning personnel
  - ✓ Training on preparation and evaluation of feasibility studies for government investment projects
2. Other interventions:
  - ✓ Needs assessments
  - ✓ Introduction of Medium Term Expenditure Framework and Public Finance Management concepts into the planning process
  - ✓ Citizen-friendly investment plans
  - ✓ Workshop(s) with INP to discuss a role for the Institute on national planning

#### Accomplishments

- ✓ Contract prepared and executed with in-country service provider to facilitate the study tour to South Africa. The study tour was successfully concluded from April 11<sup>th</sup> to April 18<sup>th</sup> with high accolades from all attendees including USAID and the Deputy Minister of MPMAR.
- ✓ English language training completed for seventy-nine planning personnel
- ✓ Workshop organized February 8<sup>th</sup>, 2016 on “The Role of INP in Support of the National Planning Process”. Eighty-five participants attended including officials from the planning sectors of the Ministries of Finance, Health, Housing and Local Development.
- ✓ Second draft of a citizen-friendly governorate investment plan (using Cairo Governorate as a sample) submitted to MPMAR on February 16<sup>th</sup>, 2016. Final draft submitted on May 29<sup>th</sup>, 2016.

#### Interim results

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### *Support the National Planning Process*

2. The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)

Based upon EPSP cooperation with the Ministry of Planning, Monitoring and Administrative Reform commencing October 20<sup>th</sup>, 2014 through the current reporting period, **this expected result has been achieved**, although additional support will be provided as necessary through the end date of the contract.

Following is a summary of accomplishments, outcomes, interim results and other evidentiary documentation, which has been cited in previous quarterly progress reports submitted by EPSP that validates the achievement of this result:

1. On February 3<sup>rd</sup>, 2015, the then USAID Mission Director met with the Minister of Planning, Monitoring and Administrative Reform and discussed the general outlines of EPSP cooperation with the Ministry, including the SDS Egypt 2030. One week later, the Project supported a workshop for ninety-two participants to launch the third and final phase of development of the Strategy.
2. On April 6<sup>th</sup>, 2015, the Project executed a subcontract with LOGIC Management Consulting (LMC) for technical services needed to facilitate development of, and prepare the final document for the strategic vision itself. The subcontractor produced the final draft on June 30<sup>th</sup>, 2015 subject to editing and formatting by the Ministry.
3. The Project provided staff and other assistance for preparation of the SDS Egypt 2030 pillar on the Economy which was not included in the LMC subcontract.
4. From March 2<sup>nd</sup> to June 8<sup>th</sup>, 2015, the Project assisted with support for an additional forty-seven subject matter workshops involving more than one-thousand participants in total. For at least six of these workshops covering Transparency and Efficiency of Government Organizations, the EPSP Policy and Planning Senior Advisor provided substantive technical input and guidance in the formulation of targets, performance indicators and initiatives.
5. During August and September 2015 the Project supported eight awareness raising workshops conducted by the Al Ahram Center for Political and Strategic Studies (ACPSS) and the Center for Economic and Financial Research and Studies (CEFRS). The ACPSS events focused heavily on media awareness (approximately twenty print press and electronic reports followed those workshops). The CEFRS target audience was largely from academia. A total of 383 participants attended the eight sessions.

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2. The Egyptian vision for the Sustainable Development Strategy Egypt 2030 is completed and ready to be widely communicated to Egyptian citizens by the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)

Summary of accomplishments, outcomes, interim results and other evidentiary documentation, which has been cited in previous quarterly progress reports submitted by EPSP that validates the achievement of this result (continued):

6. From October 5<sup>th</sup> to 7<sup>th</sup>, 2015, a workshop was organized by EPSP in Nasr City for twenty-four governorate level personnel from the State Information Service who received a three-day orientation on the SDS Egypt 2030. The objective was to better prepare these participants to raise awareness of the Strategy back in their respective governorates in an effort to expand the nationwide understanding of the vision.
7. On November 15<sup>th</sup>, 2015 a panel discussion was organized at the Institute of National Planning to introduce the Strategy to the faculty and staff at this venerated organization. At this event, the Minister suggested that the sixty attendees coordinate their future work plan activities and research with the goals of the SDS Egypt 2030.
8. The Project supported development of a dedicated, interactive SDS Egypt 2030 website and social media pages [[www.sdsegypt2030.com](http://www.sdsegypt2030.com)][[www.facebook.com/sdsegypt2030.com](https://www.facebook.com/sdsegypt2030.com)] carrying content on the Strategy prepared by the Ministry. On December 21<sup>st</sup> and 22<sup>nd</sup> 2015, four Ministry employees received specialized training on management of the website upon turnover from the developer. A short video featuring the main concepts of the Strategy was also produced by EPSP consultants. This multimedia approach ensures the widest possible dissemination of program and imbeds it into the popular discourse.
9. The President of Egypt led the national launch of the SDS Egypt 2030 on February 24<sup>th</sup>, 2016 at the Cairo Galaa Theater in front of a nationwide television audience and hundreds of invited senior government and state officials, youth and other represented groups. As with any Presidential event this one received extensive coverage in both the Arabic and English language media outlets in Egypt.
10. The Minister of Planning, Monitoring and Administrative Reform and the Minister of Supply and Internal Trade opened a conference on the SDS Egypt 2030 at the Bibliotecha in Alexandria on March 10<sup>th</sup>, 2016. This important event was attended by participants from the academic, business and non-governmental sectors and, of special significance numerous MPs from the region. In addition, several members and the head of the Federation of Egyptian Chambers of Commerce attended, providing a national audience for the proceedings.  
  
One-thousand copies of the Strategy, provided by EPSP, were available for distribution at this event; ensuring broad dissemination and transparency of the GoE vision across media, academic, NGO and private sector channels.
11. Finally, the Egypt Vision 2030 was the foundation stone for the history-making, initial Government policy statement to the House of Representatives on March 27<sup>th</sup>, 2016.

Although the EPSP expected result for this activity has been achieved, the SDS Egypt 2030 initiative has now only reached the beginning of what should be a 15-year rollout. Continued support from EPSP for further SDS events and activities is likely to be needed over the remaining life of the Project.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support the National Planning Process***

3. Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors

Based upon EPSP cooperation with the Ministry of Planning, Monitoring and Administrative Reform commencing October 20, 2014 through the completion of the Project, **this expected result has been achieved**, although additional support will be provided as necessary through the end date of the contract.

Following is a summary of accomplishments, outcomes, interim results and other evidentiary documentation, which has been cited in previous quarterly progress reports submitted by EPSP that validates the achievement of this result:

1. The national strategic planning process is deeply-rooted in the Sustainable Development Strategy Egypt 2030, the preparation of which was fully supported by EPSP throughout 2015. The Ministry will likely implement the strategy in a series of medium-term and annual plans. The SDS Egypt 2030 has systemized the monitoring and evaluation component for this planning function as it includes approximately 250 key performance indicators (KPIs), across all government service sectors, not just selected ones. For example, in developing the SDS pillar for Education and Training, the experts and other stakeholders participating through various workshops and consultation meetings facilitated by the EPSP subcontractor managing this process, produced forty-five KPIs for their sector alone:

•Public Elementary Education – 16    •Technical Education & Training - 17    •Higher Education – 12

The key performance indicators developed as part of the SDS Egypt 2030 process, such as the above for the Education sector, will now enable the systemized monitoring and evaluation of the national planning process for the complete range of government activities, to an extent heretofore impossible to have contemplated.

2. During March 2016 the Project conducted a workshop at the Institute of National Planning on the role of the Institute re: monitoring the national plan. This event emanated from recommendations at an earlier workshop in February, also at the Institute. Sixty-six participants representing MPMAR, the planning departments from the Ministries of Health, Education, Transport and Finance discussed potential methodologies for monitoring the national planning process.
3. As part of a cabinet reshuffle on March 23<sup>rd</sup>, 2016 the President named a new Deputy Minister<sup>28</sup> for Monitoring at the Ministry of Planning, Monitoring and Administrative Reform, thereby assuring attention to this function at the very highest levels within the cognizant Ministry.

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<sup>28</sup> The new Deputy Minister, formerly the First Assistant to the Minister, has been the principal counterpart for the Project since resumption of activities as the Effective Planning and Services Project in October 2014.

Continuation from previous sheet...

3. Monitoring and evaluation of the national planning process enabled in a systemized manner using appropriate performance indicators developed for selected government service sectors

4. An eight-day study tour to the Republic of South Africa was completed during April 2016. Sixteen officials representing the MPMAR; the Ministry of State for Administrative Development; and the Central Agency for Organization and Administration participated in the trip led by the Deputy Minister of Planning, Monitoring and Administrative Reform. The first business day of the event evolved around the RSA Ministry of Planning, Monitoring and Evaluation

The well-conceived and developed South African M&E system could, and likely will, serve as a model to be used by MPMAR as they tailor the monitoring and evaluation requirements for Egypt. Accordingly, during this observational study visit the participants discussed the objectives of M&E with the RSA hosts which include improving:

- policy and programs through ex-post evaluations;
- accountability for use of public resources;
- decision-making; as well as

Generating knowledge for continuous learning, training, analysis, review of management processes and outcomes. It was evident to the participants that much could be gleaned from the South African government experience.

The Egyptian delegation learned of some of the difficulties encountered as South Africa worked to integrate their national development plan with the budget cycle as well as challenges encountered within the service sectors. The visitors were also given a comprehensive picture of the tools employed in RSA for monitoring including formal Performance Agreements, Delivery Agreements and Implementation Forums, any or all of which would have utility in the Egyptian system.

5. As Ministerial Decree No. 5 of 2014; Article 2, section 2 places the responsibility for monitoring and evaluation of regional and local development plans at the MPMAR regional offices, the EPSP activity to prepare an implementation plan for modernization and upgrading of this regional network includes consideration of the M&E role at the regional office sector.

The EPSP expected result for this activity has been achieved, as the monitoring and evaluation system has now been enabled in a systematic manner using appropriate performance indicators. Nevertheless, implementation of this system in Egypt will evolve over a long period of time. Continued support from EPSP for further monitoring and evaluation related technical assistance is expected to be needed and requested throughout the remaining life of the Project.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Support the National Planning Process***

4. Completion of investment projects on schedule and within budget more likely because of consideration of the medium term expenditure framework (MTEF) concepts

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓ Study tour to the Republic of South Africa;
2. Other interventions:
  - ✓ Workshops
  - ✓ Technical assistance
  - ✓ Inclusion of the system in the electronic information center of the Ministry.
  - ✓ Workshop(s) with INP to discuss potential role for the Institute on these initiatives
  - ✓ Interaction and coordination with the Ministry of Finance (second counterpart included in the bilateral agreement between the GoE and the USG).
  - ✓ Possible memorandum of understanding between MoF and EPSP for cooperation on public finance management finance issues.

#### Accomplishments

- ✓ Workshop organized February 8th 2016 on “The Role of INP in Support of the National Planning Process”. Eighty-five participants attended including officials from the planning sectors of the Ministries of Finance (which holds the key to MTEF as well as PFM), Health, Housing and Local Development.
- ✓ Study tour to South Africa successfully completed April 11<sup>th</sup> to April 18<sup>th</sup>. The participants received presentations on medium term planning frameworks and integrating the planning and budgeting procedures for better outcomes.

#### Interim results

✓

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Support the National Planning Process***

5. More equitable distribution of local development funds among the Governorates and across urban and rural units, reflecting need, wealth, population and other relevant factors

### EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

- √ Joint workshop with The World Bank and the Ministry of Local Development on decentralization and local administration.
- √ Support for improvement of regional planning offices
- √ Workshop(s) on planning
- √ Possible memorandum of understanding between MoLD and EPSP for cooperation on local sector issues

### Accomplishments

- √ Workshop organized February 8<sup>th</sup>, 2016 on the national planning process. Eighty-five participants attended including officials from the planning sectors of the Ministries of Finance, Health, Housing and Local Development (which holds the key to distribution of local development funds).
- √ Initial EPSP/World Bank panel discussion completed on June 27<sup>th</sup>, 2016 in collaboration with the Ministry of Local Development and the Local Administration Reform Unit.

### Interim results

√

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Support the National Planning Process***

6. Public finance management (PFM) principles applied in the infrastructure investment planning process

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓ Study tour to the Republic of South Africa
  
2. Other interventions:
  - ✓ Workshops and expert meetings
  - ✓ Workshop(s) on planning
  - ✓ Interaction and coordination with the Ministry of Finance (second counterpart included in the bilateral agreement between the GoE and the USG).
  - ✓ Possible memorandum of understanding between MoF and EPSP for cooperation on public finance management finance issues.

#### Accomplishments

- ✓ The Project provided support for short-term missions of the US Department of the Treasury to the Ministry of Finance during June 2015
- ✓ Workshop organized February 8<sup>th</sup>, 2016 on the National Planning Process. Eighty-five participants attended including officials from the planning sectors of the Ministries of Finance (which holds the key to PFM as well as MTEF), Health, Housing and Local Development.
- ✓ Study tour to South Africa successfully completed April 11<sup>th</sup> to April 18<sup>th</sup>. The participants received presentations on medium term planning frameworks and integrating the planning and budgeting procedures for better outcomes.
- ✓ Possible memorandum of understanding between MoF and EPSP for cooperation on public finance management finance issues.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

7. Public sector employees better qualified and more responsive because of the new Civil Service Law

#### EPSP planned or completed inputs

1. Capacity building:
2. Other interventions:
  - ✓ Retreat and workshops
  - ✓ Meetings of Administrative Reform Forum
  - ✓ Support for preparation of Executive Regulations for the Civil Service Law
  - ✓ Technical assistance for employee performance appraisal system
  - ✓ Preparation of civil service examination bank
  - ✓ Review of international best practices in design of early retirement systems and incentives

#### Accomplishments

- ✓ Retreats organized to draft executive regulations during (i) May 2015 including the Minister of MPMAR, both the acting and former chairpersons of CAO, and the Vice-Governor of Cairo Governorate as active participants; and, (ii) October 5-7, 2016
- ✓ Nine technical notes completed for guidance in drafting initial executive regulations in 2015
- ✓ Administrative Reform Forum convened on June 14th 2015 to debate and discuss the draft executive regulations for the CSL
- ✓ Workshop at the National Council for Examinations and Educational Evaluation on October 10th 2015 for orientation of the forty-four experts retained by the Project to write examination questions for civil service exams.

#### Interim results

- ✓ Initial executive regulations for CSL approved by Cabinet of Ministers on June 24<sup>th</sup>, 2015
- ✓ The Council of State approved the initial regulations during August 2015
- ✓ Final version of the 2015 Executive Regulations were issued by the Prime Minister pursuant to Decree No. 2912 on November 8<sup>th</sup>, 2015, following revisions made to equitably satisfy concerns expressed by syndicates representing public sector employees
- ✓ Following initial disapproval of the CSL by the Parliament on January 20<sup>th</sup>, 2016, the GoE submitted an amended version of the Law for consideration on February 13<sup>th</sup>, 2016. The changes addressed most of the objections raised by the MPs.
- ✓ More than twenty thousand civil service examination questions completed by EPSP for the CAO exam bank in March 2016. Official handover to CAO consummated October 5<sup>th</sup>, 2016.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### *Support Effective Services through Administrative Reform*

8. Web-based application for citizen service centers implemented and tested in one Governorate
--

Based upon EPSP cooperation with the Ministry of Planning, Monitoring and Administrative Reform commencing October 20<sup>th</sup>, 2014 through the current reporting period, and support from the Governors of Aswan **this expected result has been achieved**, although additional support will be provided as necessary through the end date of the contract.

Following is a summary of accomplishments, outcomes, interim results and other evidentiary documentation, which has been cited in previous quarterly progress reports submitted by EPSP that validates the achievement of this result:

1. EPSP successfully completed the USAID Information Technology Program Optimization Review (ADS 548) for the “Web-based Application for Citizen Service Centers for the Effective Planning and Services Project” with approval from the Office of the Chief Information Officer on May 19<sup>th</sup>, 2015.
2. Memorandum of Understanding executed between Ministry of Administrative Development and the Project on August 31<sup>st</sup>, 2015 to implement the Aswan CSC solution, which will be the first location to test the new web-based application inaugurated by EPSP.
3. All hardware delivered and installed at the National Management Institute (NMI) data center located at the Egypt Cyber Center in Sixth of October City
4. Web-based CSC software application training provided for three-hundred forty personnel from the Aswan dewan, Aswan City, Daraw, Edfu and Nasr El-Nubia citizen service centers between November 30<sup>th</sup>, 2015 and June 30<sup>th</sup>, 2016
5. Internet lines between the Aswan CSCs and the National Management Institute data center installed and tested
6. Login protocol into the citizen service center web-based application tested at all five Aswan locations
7. Operating statistics for Qtr 4 FFY 2016 for the three new citizen service centers implemented by EPSP in Aswan Governorate downloaded directly from the MSAD central data location that was funded with support from EPSP and became operational at the Egypt Cyber Center in June 2016.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### *Support Effective Services through Administrative Reform*

9. Additional physical CSCs opened by MPMAR with support from the Project
---

Based upon EPSP cooperation with the Ministry of Planning, Monitoring and Administrative Reform commencing October 20<sup>th</sup>, 2014 through the current reporting period, and support from the Governors of Aswan this expected result has been achieved, although additional support will be provided as necessary through the end date of the contract.

Following is a summary of accomplishments, outcomes, interim results and other evidentiary documentation, which has been cited in previous quarterly progress reports submitted by EPSP that validates the achievement of this result:

1. Memorandum of Understanding executed August 31<sup>st</sup>, 2015 with Ministry to develop Aswan CSC solution
2. Three additional physical citizen service centers have been opened in Aswan Governorate with support from EPSP as follows:
  - a) Aswan Dewan January 10<sup>th</sup>, 2016 (In the presence of the Prime Minister)
  - b) District of Edfu August 7<sup>th</sup>, 2016 (First customer transactions recorded)
  - c) District of Daraw August 7<sup>th</sup>, 2016 (First customer transactions recorded)

3. The support from the Project included:

The costs for networking equipment and security firewalls at the three new sites plus (i) emergency power supply; (ii) customer service training; (iii) data entry, (iv) leased lines, (v) technical support at all locations, and (vi) all equipment other than computers. In addition, the Project provided support to initiate the MSAD Data Center which will be the technical hub for the web-based CSC application. The USAID-EPSP investment will cover the cost of servers, firewalls and security, and initial hosting and operations.

The Project also supported capacity building including (i) customer skills training; (ii) web-based application training;

4. The Project mounted massive campaigns to raise awareness in Aswan about the three new centers supported by USAID; including four mass meetings with more than eleven hundred citizens in Edfu and Daraw during August 2016.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

10. Easier access to selected government services for business and citizens

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓
2. Other interventions:
  - ✓ Expansion of the CSC network in Aswan Governorate. Of the nearly one-hundred services to be available in the five locations involved with this expansion, at least thirty or so involve business activities.
  - ✓ The web-based application for citizen service centers being developed by EPSP will provide easier access to government services for both business and citizens.
  - ✓ Feasibility studies for additional technology-based service improvements in Aswan (e.g. business investment center and/or utility data management and urban planning center)

#### Accomplishments

- ✓ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31<sup>st</sup>, 2015 to implement the web-based Aswan CSC solution, which will initially facilitate easier access to selected government services for business and citizens through the internet for at least fifty locations in Egypt.
- ✓ MoU executed for Aswan Utility Data Management and Urban Planning Center. The new Center will provide easier access to government services for citizens and businesses in Aswan.

#### Interim results

- ✓ At the request of the then Governor of Aswan, the Project and USAID met with the Chief Executive Officer for the General Authority for Investment and Free Zones (GAFI) on August 30<sup>th</sup> 2015 to discuss cooperation in possibly co-locating a business investment center (i.e. one-stop-shop) in Aswan along with the CSC being developed at the Governorate headquarters. Following consideration of the Governor's request and discussion of cooperation with the Project, the GAFI officials accelerated their plans for Aswan, using their own internal funding. Therefore, the business sector in Aswan will soon have easier access to government services as a direct result of this EPSP activity. On February 12<sup>th</sup>, 2016, the Minister of Investment ceremonially laid the cornerstone for the Aswan business investment center at the Governorate headquarters, literally steps away from the citizen services center, substantially fulfilling the colocation objective of the Governor, the Project and USAID; remarkably without any direct expenditure from the EPSP budget.
- ✓ As of January 10<sup>th</sup>, 2016, businesses and citizens in Aswan Governorate will have easier access to selected government services because of opening of the CSC at Governorate headquarters.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

11. Increased and improved opportunities provided for citizens to engage with their local administration.

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓
2. Other interventions:
  - ✓ The web-based application for citizen service centers being developed by EPSP will provide increased and improved opportunities for citizens to engage their local administration.
  - ✓ Feasibility studies for additional technology-based service improvements in Aswan (e.g. business investment center and/or utility data management and urban planning center)
  - ✓ Support for citizen-friendly Governorate-level investment plans

#### Accomplishments

- ✓ Memorandum of Understanding executed between Ministry of Administrative Development and the Project August 31<sup>st</sup>, 2015 to implement the Aswan CSC solution.
- ✓ Second draft of a citizen-friendly governorate investment plan (using Cairo Governorate as a sample) was submitted to MPMAR on February 16<sup>th</sup>, 2016. Update: the citizen guides for EFY 2015-16 for all governorates, including Aswan were completed during September 2016.
- ✓ Feasibility studies completed as follows:
  - utility data management and urban planning center – November 30<sup>th</sup>, 2015
  - business investment services complex (assessment report) – September 9<sup>th</sup>, 2015

#### Interim results

- ✓ As of January 10<sup>th</sup>, 2016, citizens in Aswan Governorate will have increased and improved opportunities to engage with their local administration because of opening of the CSC at Governorate headquarters.
- ✓ On February 12<sup>th</sup>, 2016, the Minister of Investment ceremonially laid the cornerstone for the Aswan business investment center at the Governorate headquarters, which is fully funded by GAFI (but resulted from USAID and EPSP efforts to effectuate a co-location with the citizen service center in Aswan)

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

12. Communication and outreach campaign developed to raise awareness of the CSC concept, and promote the importance of the centers as a tool to combat corruption.

#### EPSP planned or completed inputs

1. Capacity building:
  - ✓
2. Other interventions:
  - ✓ Citizen survey tools to determine level of current awareness levels of CSC services
  - ✓ Workshops
  - ✓ Awareness raising efforts upon opening of new centers

#### Accomplishments

- ✓ Citizen Service Center customer and employee satisfaction surveys were completed by EPSP between June 9<sup>th</sup> and June 11<sup>th</sup>, 2015. These surveys provide a wealth of useful baseline information for follow-up studies that will be completed after the centers have been operational for some period.
- ✓ Prior to the opening of the Aswan Dewan CSC on January 10<sup>th</sup>, 2016, information about the program was displayed on seventeen governorate buses; and thirty banners were hung at prominent locations through the city.
- ✓ Also, to coincide with the opening of the center a four-page bi-fold informational brochure was developed and printed to advise citizens about the availability, advantages, and access to the new facility.

#### Interim results

- ✓ Extensive media coverage resulted from three visits to Aswan by USAID and EPSP on May 28<sup>th</sup>, July 27<sup>th</sup>, and September 14<sup>th</sup>-15<sup>th</sup>, 2015, to meet with the Governor, the latter visit generating a press release from the Governor's office which highlighted the anti-corruption aspects of the citizen service centers. At least twenty local print and electronic reports were generated by these visits, significantly raising awareness.
- ✓ Early operational statistics support the premise that the communication and outreach campaign has been effective. During the first seventeen working days of operations, a total of 1,233 applications, inquiries and complaints were recorded and processed. This represents an average daily count of seventy-three transactions.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

13. Recruitment and hiring procedures for CSC staff reflect a gender lens
---

#### EPSP planned or completed inputs

1. Capacity building:
2. Other interventions:
  - ✓ Orientation for all EPSP personnel in Maadi by the AECOM Gender Advisor
  - ✓ Meetings conducted by the AECOM Gender Advisor on the ground in Aswan Governorate, site of EPSP support for citizen service centers. The Advisor met with the Regional Federation of Non-Governmental Organizations providing a presentation to thirty-five men and women on gender considerations during May 2015

#### Accomplishments

- ✓ EPSP included as part of the CSC employee candidate pre-screening committee involved in selecting final candidates for these posts

#### Interim results

- ✓ Following the pre-screening procedure in Aswan Governorate, the gender makeup of finalist candidates reflected forty-nine percent female. During direct observation of customer service skills training in the District of Daraw on September 15<sup>th</sup>, 2015, seven of the twelve participants were women.
- ✓ The final count on employees at the Aswan Dewan CSC shows that women comprise seventy-nine percent of the front-office employees, one of whom is the Acting CSC Manager.

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Support Effective Services through Administrative Reform***

14. Continuous measurement of the effectiveness of the citizen service center program facilitated

#### EPSP planned or completed inputs

1. Capacity building:

√

2. Other interventions:

- √ Workshops to be organized and proposals developed to assure long term sustainability/viability of citizen service centers.
- √ The most comprehensive tool ever available for continuous measurement of the effectiveness of the citizen service center program will be the web-based application being introduced and piloted by EPSP. Eventually every CSC in the nation will be connected to the MSAD data center providing real-time data on operations on a continuous basis.

#### Accomplishments

- √ Workshop conducted on November 26<sup>th</sup>, 2015 to discuss sustainability of CSCs included citizen service center managers, financial directorate managers and government officials from several Ministries.

#### Interim results

- √ Memorandum of Understanding executed between the Ministry and the Project includes the following text which will insure continuous monitoring of operating results for the Aswan centers:

“In order to follow up the achievements of the project in the long term, the Ministry Project Manager, over its lifetime, shall review the statistical reports generated by the application under operation in the governorate and selected districts”

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 2:** Promote and support decentralization, assist with anti-corruption reforms, and strengthen public sector executive functions by providing training on financial planning and management, strategic planning, decision-making, policy reform, accountability and oversight.

### ***Communications, Outreach and Local Participation***

15. Improved citizen participation in planning, budgeting, monitoring and evaluation of projects

#### EPSP planned or completed inputs

I. Capacity building:

√

2. Other interventions:

√

Workshops and focus group meetings

√

Support for improvements in the governorate-level citizen guide to the investment budget in order to increase transparency

√

Outreach to non-governmental organizations

√

Analysis and recommendations related to the regional planning office network

#### Accomplishments

√

Second draft of a citizen-friendly governorate investment plan (using Cairo Governorate as a sample) was submitted to MPMAR on February 16<sup>th</sup>, 2016. Update: the citizen guides for EFY 2015-16 for all governorates, including Aswan were completed during September 2016.

#### Interim results

√

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Capacity Building***

16. Capacity building completed for all EPSP program implementations

#### EPSP planned or completed inputs

- I. Capacity Building:
  - ✓ English language training
  - ✓ Training on feasibility study preparation and analysis
  - ✓ Leadership skills training
  - ✓ Media skills training
  - ✓ Workplace behavior and ethics training
  - ✓ Full curriculum of citizen service center training
2. Other interventions:
  - ✓ Sharing of EDI and EDI II legacy training materials with the Ministry of Planning, Monitoring and Administrative Reform (MPMAR)
  - ✓ Study tour to Republic of South Africa

#### Accomplishments

- ✓ At the request of MPMAR over two dozen capacity building modules and other materials, which were previously prepared during EDI or the EDI II phase of the current contract, were provided to the Ministry. The training materials covered a wide range of topical capacity building subjects including: (i) local development needs, investment projects, and monitoring thereof; (ii) local council budgets and budget reporting; (iii) public service costing and pricing, and own source revenue at the local level; (iv) internal control; and (v) a five-year capacity building strategy and plan, as well as the future role of the Saqqara Center for Local Development (SCLD).

#### Interim results

- ✓ Basic and advanced computer skills training for Aswan citizen service center program implementation completed during fourth quarter 2015. Customer service skills training completed in three Aswan Districts: (i) Nasr El Nubia; (ii) Daraw; and (iii) Aswan City.
- ✓ English language and multiple media skills training courses completed
- ✓ Feasibility studies training completed
- ✓ Participatory training study tour to RSA implemented

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Capacity Building***

17. Parliamentarians and local council members serving on budget and planning committees and selected national and local executives trained on national and local planning processes and decentralization

### EPSP planned or completed inputs

1. Capacity building:
  - ✓ Training for employees to staff two proposed parliamentary support units in MPMAR. These units would coordinate with their respective House of Representative Committees
2. Other interventions:
  - ✓ Workshops with House of Representatives

### Accomplishments

- ✓ Two full weeks of deep immersion training was completed on February 25<sup>th</sup>, 2016 by the Public Affairs Research and Consultation Center (PARC) to prepare thirty professional staff in the Ministry to join two parliamentary support units which are being formed to provide coordination between the Ministry and relevant committees of the HoR.
- ✓ Letter and background paper sent from EPSP to the Secretary General of the Egyptian House of Representatives introducing the Project and requesting a discussion of potential cooperation.
- ✓ Four workshops implemented with the HoR during April-June 2016

### Interim results

- ✓ Parliament approved the GoE policy statement that was largely based upon the SDS Egypt 2030. The SDS was the topic of the first HoR workshop organized by EPSP on April 5<sup>th</sup>, 2016

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Parliamentary Outreach***

18. Members of selected committees of the House of Representatives (HoR) provided with technical support and awareness-raising

### ***EPSP planned or completed inputs***

1. Capacity building

√

2. Other interventions:

√

Workshops with House of Representatives

### ***Accomplishments***

√

Letter and background paper sent from EPSP to the Secretary General of the Egyptian House of Representatives introducing the Project and requesting a discussion of potential cooperation.

√

Four workshops organized for HoR during April-June 2016.

### ***Interim results***

√

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

***Parliamentary Outreach***

19. Permanent staff of selected committees of the House of Representatives oriented on technical issues
---

*EPSP planned or completed inputs*

1. Capacity building:

√

2. Other interventions:

√ Workshops with House of Representatives

*Accomplishments*

- √ Letter and background paper sent from EPSP to the Secretary General of the Egyptian House of Representatives introducing the Project and requesting a discussion of potential cooperation.
- √ Five permanent staff have attended EPSP workshops organized for the Parliament.

*Interim results*

√

## ACTIVITIES AND EXPECTED RESULTS (continued)

**Intermediate Result No 1: Strengthen legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration, and oversight**

### ***Parliamentary Outreach***

20. House Members and permanent staff trained
---

### EPSP planned or completed inputs

1. Capacity building:
  - ✓
2. Other interventions:
  - ✓ Training needs assessment
  - ✓ Workshops with House of Representatives

### Accomplishments

- ✓ Letter and background paper sent from EPSP to the Secretary General of the Egyptian House of Representatives introducing the Project and requesting a discussion of potential cooperation.
- ✓ Four workshops organized for HoR Members and staff during April-June 2016.

### Interim results

## **ANNEX C: EPSP SUCCESS STORIES**

At the end of the preceding quarter, the Project prepared three success stories for posting on the USAID-Egypt website. They are summarized below:

### ***Professional Career Dreams Achieved***

The story of a twenty-nine-year-old female engineer in Aswan whose skills and training in mathematics and computers were being under-utilized in her government job as she was being assigned routine clerical and administrative tasks.

A life-changing opportunity emerged when Aswan Governorate opened the one-stop-shop, citizen service center in January 2016 with USAID support. This youthful woman, at a crucial juncture of her career, joined the IT department at the Center and is now serving in an important technical support position, fully utilizing her formal training with strong prospects for future advancement. Read more at <https://www.facebook.com/USAIDEgypt>

### ***USAID Leadership Training Supports the Hard Work of Committed Employees***

A second young woman, who is so completely dedicated to her work as a technical specialist at the Ministry that she commutes a total of four hours roundtrip every day from where she lives in Tanta to her job in Nasr City, was one of the eighty employees selected to participate in the USAID supported leadership training course organized for MPMAR.

The course, designed to groom the future leadership of the Ministry was a perfect fit for this candidate, who in her own words states “I have a dream and will achieve it only through hard work”. The training she received is the pathway to that dream.

Read more at <https://www.facebook.com/USAIDEgypt/posts/1181240865262010:0>

### ***A Study Tour Opens Doors***

A third young woman and future leader in the Ministry, currently an Economic and Commerce Specialist, was one of sixteen employees picked to attend the USAID-funded study tour to the Republic of South Africa. This was her first ever experience to travel outside of Egypt and she is making the most of this opportunity.

The planning tools observed in South Africa by the Egyptian visitors will be assessed and to the extent feasible will be adapted for Egypt and this woman will be one of those paving the way.

Read more at <https://www.facebook.com/USAIDEgypt>

In addition, a fourth success story appears on the following page, relating the experience and a testimonial of sorts, from a local business person who was facing difficulties with what should have been a routine request for a certificate.



**USAID | EGYPT**  
FROM THE AMERICAN PEOPLE

## SUCCESS STORY

### ANNEX C: Streamlining Citizen Services: One Man's Story

*“There is a massive difference! The process is much easier and faster now and also cost-effective. I received the license in only seven days at lower cost”*

Abdel Razek Ahmed Abdel Razek  
Working as a builder in Edfu, Aswan.  
September 20, 2016



Abdel Razek Ahmed at Edfu CSC following-up with his papers to receive building license on September 20, 2016

*Effective Planning and Services Project (EPSP), is a Government of Egypt project funded by USAID to support the Ministry of Planning, Monitoring and Administrative Reform (MPMAR).*

*The Project supports planning and improved services; with emphasis on participatory planning, citizen services and performance monitoring. These endeavors will be packaged with an intensive communications and outreach strategy designed to promote the positive results, which can be achieved through application of good practice and policy*

Abdel Razek Ahmed Abdel Razek, is a father of five with an extended family living in “El Hag Hassan” hamlet, 500 kilometers from the city of Edfu, in Aswan Governorate. For years, Abdel Razek has worked in supplying raw material for construction as well as managing his own agricultural land.

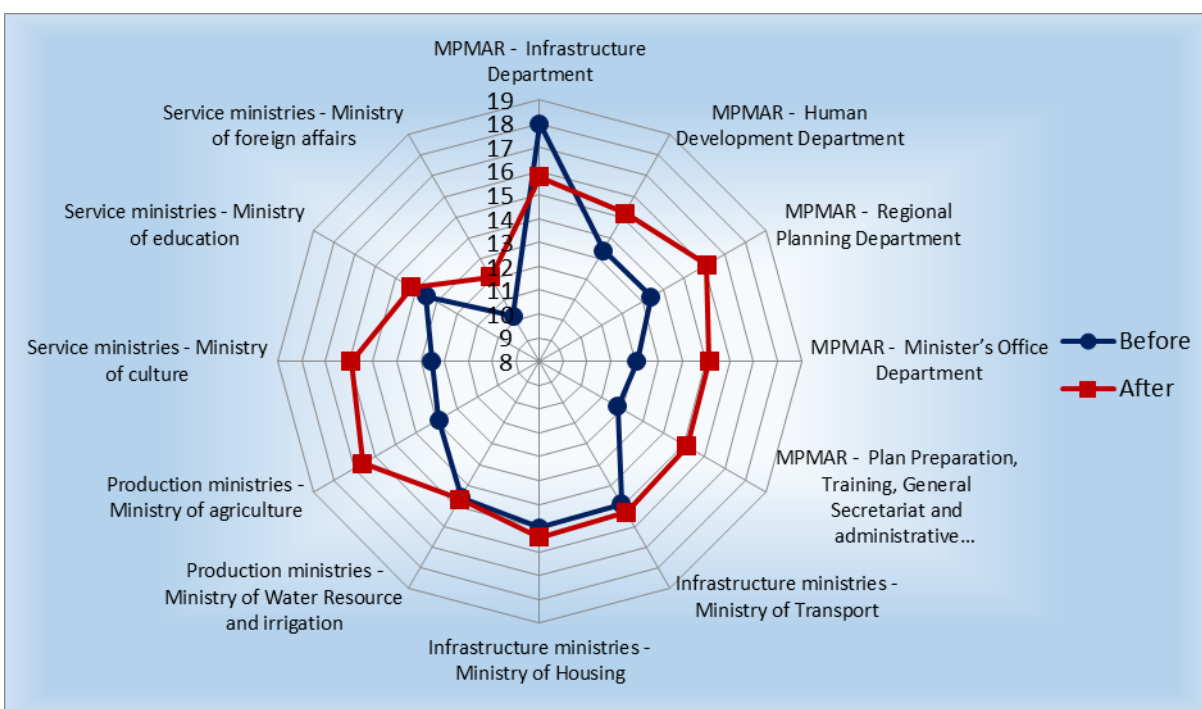
Five years ago, he entered the contract building business through a company owned by his brother-in-law, in order to financially secure his small family. To obtain a building license for one of his projects from the local office in Edfu, he visited the Engineering Department and requested an official document stating that the land where the project was to be built is approved for the proposed construction, before he could apply for the building permit. Obviously, this procedural requirement is in place in an attempt to curtail illegal construction which is a prevalent problem in some areas. He was required to pay substantial extra fees for application forms to complete the paperwork and was faced with continuous delay. It could be as long as three or four months to assign an engineer for the site inspection.

The USAID Effective Planning and Services Project (EPSP) worked in three-way cooperation with the Ministry of Planning, Monitoring and Administrative Reform and Aswan Governorate to establish a “one stop shop” facility to reduce the time and effort required for citizens to apply for various governmental services efficiently and effectively. Two pre-existing Citizen Service Centers (CSC) in Aswan City and Nasr El-Nubia district were upgraded and three new ones were developed at the Governorate headquarters, Edfu and the district of Daraw. As part of its contribution to the project EPSP provided computer and customer service skills training for the CSC personnel in addition to providing selected hardware and connecting the centers to a central online application.

The Engineering department informed Abdel Razek about the Edfu CSC services, which started with a soft opening on August 7, 2016. “I did not believe there is a place like that in our district which maintains a computerized system for submitting the application. I was well received by the Edfu CSC manager and qualified employees, who processed my request seriously with full transparency and integrity,” said Abdel Razek.

On August 18<sup>th</sup>, he became the first citizen to obtain such certificate from the Edfu Citizen Service Center. “I paid a reasonable price, fifty LE and received my certificate in only seven working days, instead of waiting four months and paying extra money. The Edfu CSC will bring an end any sort of corruption and bribe,” added Abdel Razek.

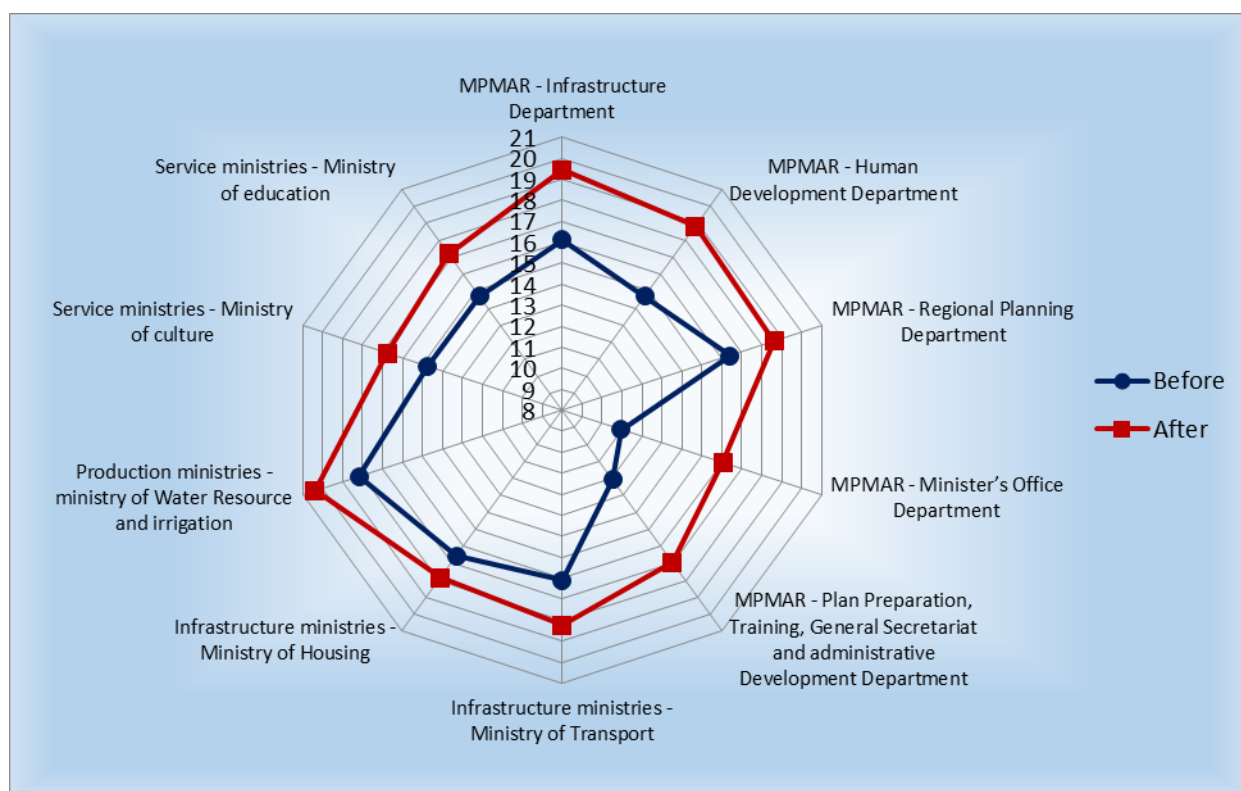
## ANNEX D: PRE- AND POST-TRAINING TESTING OF KSA PREPARATION AND EVALUATION OF FEASIBILITY STUDIES



**Radar Chart: KSA Average Results Before and After Training on Preparation of Feasibility Studies**  
Source: Institute of National Planning

Main Group	Sub Groups	Before	After
MPMAR	Infrastructure Department	18.0	15.7
	Human Development Department	13.4	15.2
	Regional Planning Department	13.4	16.1
	Minister's Office Department	12.1	15.1
	Plan Preparation, Training, General Secretariat and Administrative Development Department	11.8	15.1
Infrastructure Ministries	Ministry of Transport	14.9	15.3
	Ministry of Housing	15.0	15.4
Production Ministries	Ministry of Water Resource and Irrigation	14.6	14.7
	Ministry of Agriculture	12.9	16.6
Service Ministries	Ministry of Culture	12.5	15.9
	Ministry of Education	13.5	14.2
	Ministry of Foreign Affairs	10.2	12.1

## ANNEX D: PRE- AND POST-TRAINING TESTING (continued)

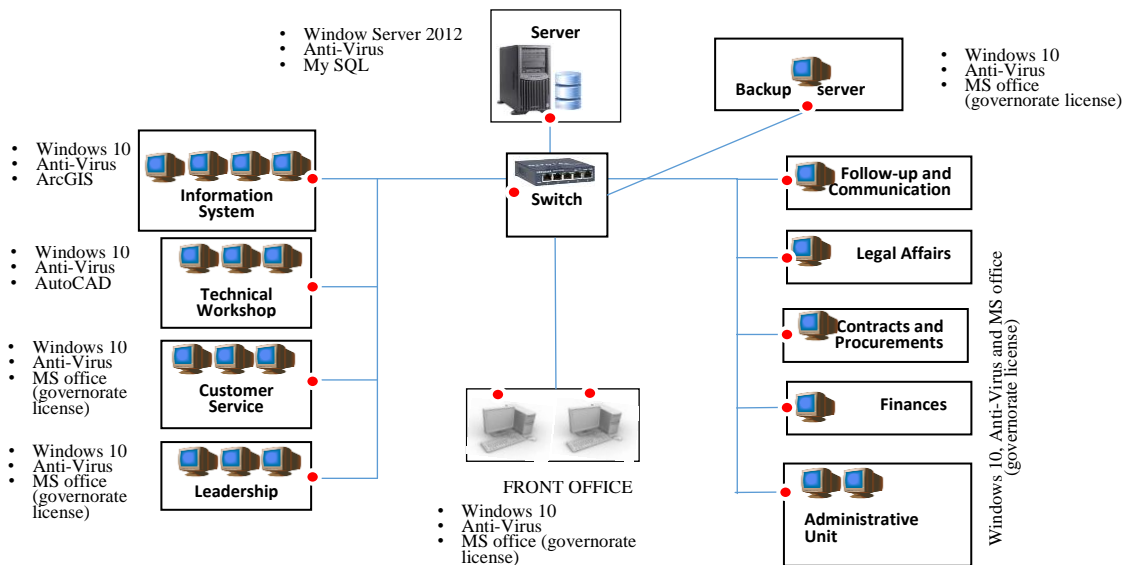


**Radar Chart: KSA Average Results Before and After Training on Evaluation of Feasibility Studies**  
**Source: Institute of National Planning**

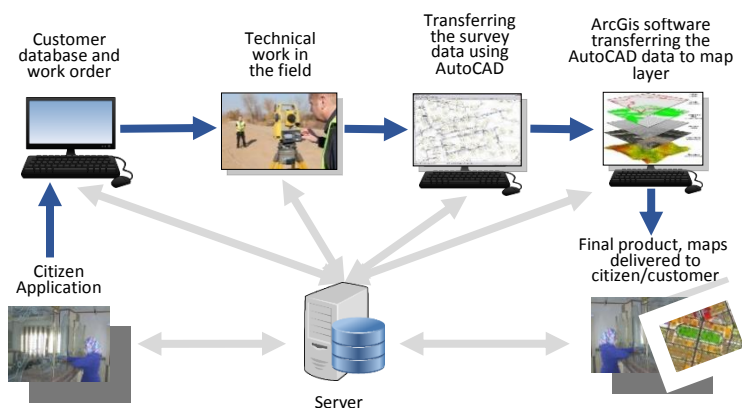
Main Group	Sub-Groups	Before	After
MPMAR	Infrastructure Department	16.1	19.4
	Human Development Department	14.7	18.8
	Regional Planning Department	16.4	18.6
	Minister's Office Department	11.0	16.1
	Plan Preparation, Training, General Secretariat and Administrative Development Department	12.1	16.9
Infrastructure Ministries -	Ministry of Transport	16.1	18.2
	Ministry of Housing	16.6	17.9
Production Ministries -	ministry of Water Resource and irrigation	18.2	20.4
Service Ministries -	Ministry of culture	14.8	16.8
	Ministry of education	14.7	17.2

## ANNEX E: AUDC SCHEMATICS AND SERVICES

The schematics below depict (i) the technical configuration of the Center shown in a simplified sketch; this technology tracks the successful model employed by the USAID Egyptian Decentralization Initiative in Beheira Governorate in 2010; and (ii) the sequential flow of operations within the planned AUDC, from submission of the application to delivery of the final product.



The AUDC represents the largest, most technology-advanced activity to be undertaken by the Project. The team is well-prepared for this effort having previously successfully implemented the same concept in Beheira Governorate under EDI; the BUDC having substantially exceeded initial planning expectations.



### Services to be provided by the AUDC include:

- ✓ Establishing a scientific database for infrastructure through transfer of data into paper and/or digital geographic maps using state of the art GIS software, including ArcGIS.
- ✓ Providing paper and/or digital maps to customers including individuals, institutions and companies.
- ✓ Monitoring the establishment of utilities for citizens and investors from commencement through completion and development of maps showing utility locations.
- ✓ Assisting the Department for the Protection of State-owned Property in surveying and legalizing the status of the property passed to persons or companies by some form of adverse possession.
- ✓ Assisting the engineering departments of local units in cities, districts and villages with surveying the layout of land set for construction, to ensure inclusion within the proper urban borders.
- ✓ Assisting the urban planning department of the Aswan governorate in updating the detailed master plan for its cities.
- ✓ Calculating the required quantities of drilling or land-fill required, and development of contour maps to assist agencies in the establishment of roads, wastewater collection systems and quarries.
- ✓ Producing detailed maps and highly accurate utility maps up to a scale of 1:250.

## **ANNEX F: USAGE OF SDS WEBSITE AND SOCIAL MEDIA (February-September 2016)**

The SDS Egypt Vision 2030 website and social media platforms were launched synchronously with the ceremonial event launching of the SDS by Egyptian President Abdel Fattah El-Sisi on February 24<sup>th</sup>, 2016 at Al-Galaa Theatre, Cairo.

As website and social media went live, the EPSP subcontractor utilized Google analytic reports to track the online marketing campaigns visualizing the number of users, likes, best views, shares, comments, demographic data, etc..

**From February 24<sup>th</sup> through September 30<sup>th</sup> 2016, the SDS Google Analysis Reports recorded the following:**

### **SDS Facebook:**

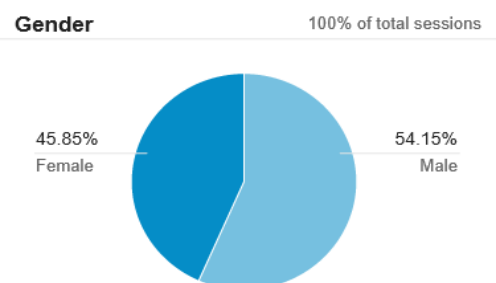
- |                                     |         |
|-------------------------------------|---------|
| 1. Number of Page Likes:            | 162,841 |
| 2. Number of Posts:                 | 494     |
| 3. Classification of Posts types:   |         |
| Info Graph posts:                   | 202     |
| Newspapers:                         | 16      |
| Videos:                             | 25      |
| Events:                             | 13      |
| 20 Files download from the website: | 2 posts |
| Pictures:                           | 236     |

### **SDS Website:**

- |                                  |                              |
|----------------------------------|------------------------------|
| 1. Total number of Users:        | 61,120                       |
| 2. New visitor (percent):        | 81                           |
| 3. Returning visitors (percent): | 19                           |
| 4. Page views:                   | 161,036                      |
| 5. Highest traffic date:         | March 7 <sup>th</sup> , 2016 |

### **Website Outreach classification:**

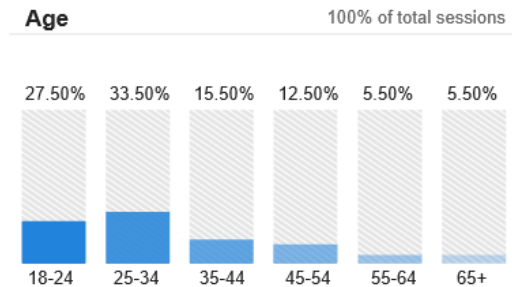
1. Gender: forty-six (46) percent female and fifty-four (54) percent male
2. Age classification: youth from 18-24 years old are considered the highest segment of viewers, followed by age 25-34 years old.
3. Country classification: Five top countries ranked numerically: Egypt, Saudi Arabia, Emirates, Russia, and Untied State; while Germany is the last of the top ten countries.



## USAGE OF SDS WEBSITE AND SOCIAL MEDIA (Feb - Sep 2016) - continued

### Usage through Technology:

The SDS website is reached by fifty-four (54) percent of users through desktop; forty-two (42) percent by mobile; and four (4) percent tablet.



via

Device Category ?	Acquisition
	Sessions ? ↓
	<b>75,805</b> % of Total: 100.00% (75,805)
1. desktop	<b>40,933 (54.00%)</b>
2. mobile	<b>31,970 (42.17%)</b>
3. tablet	<b>2,902 (3.83%)</b>